

RECREATION SUB-ELEMENT

of the
General Plan

**City of
Sunnyvale**

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RECREATION SUB-ELEMENT

CITY OF SUNNYVALE GENERAL PLAN



The Sub-Element complies with California Government
Code Section 65303 and was adopted by the
Sunnyvale City Council on
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Sunnyvale, California

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City of Sunnyvale
Recreation Sub-Element
of the General Plan

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PREFACE

Section 65303 of the California Government Code authorizes each county and city to address in its general plan various subjects relating to its physical development, including a local strategic plan for recreation. Such a plan assures public resources allocation to develop of a comprehensive system of recreation programs and facilities.

The Recreation Sub-Element is part of the Cultural Element of the City's General Plan, which also includes the Library, Historical Preservation and Cultural Arts Sub-Elements. The Recreation Sub-Element is related to those Elements and Sub-Elements of the General Plan which define broad goals and policies relating to such areas as financing and community participation. In addition, the Recreation Sub-Element is related to those Sub-Elements which address broad social and economic concerns, such as the Law Enforcement Sub-Element.

The Recreation Sub-Element is complemented more directly by several other Sub-Elements. The **Open Space Sub-Element**, for example, which is part of the Community Development Element, contains goals and policies related to the development, provision, and maintenance of open space and related facilities for recreational use and enjoyment. The Open Space Sub-Element goals encourage cooperation with school districts and government agencies to develop and provide access for recreation to open space and related facilities.

The **Cultural Arts Sub-Element**, also part of the Cultural Element of the General Plan, is a companion document to the Recreation Sub-Element. It contains goals and policies which focus attention specifically on the provision of a broad-based cultural arts program. This broad-based program allows for the appreciation of artistic performances and exhibits, as well as participation in classes, programs, and exhibits. The Cultural Arts Sub-Element is predicated on the overall policy directions of the Recreation Sub-Element, which guide the provision of all recreation related services.

The **Socio-Economic Element** has policies which encourage the provision of services for older adults; encourage programs that assist at-risk youth in obtaining an education and learning job skills; and encourage programs and services that address special needs of individuals with disabilities. Although not a part of the General Plan, the **Bicycle Plan** is consistent with and implements action statements of the **Transportation Element**. The Bicycle Plan's policies support cycling as a recreational activity.

The Recreation Sub-Element facilitates planning and community outreach. The Sub-Element resulted from research which generated valuable data and a system for evaluation and revision of the data. The Sub-Element provides critical community information usable for marketing of services and public communication. As such, it differs from some of the other Sub-Elements in its use of popular language and style of presentation.

In developing a document like the Recreation Sub-Element, whose results will so directly impact Sunnyvale citizens, staff believed it essential to gain as insightful and accurate a picture as possible of the values, concerns, and preferences of the community. To this end, staff developed and implemented a variety of research strategies aimed at reaching as many individuals and interest groups as possible. Research strategies employed were not designed to achieve strict statistical validity; rather every attempt was made to reach out to the community to achieve as complete an assessment as possible of community perceptions, needs, and desires regarding recreation services.

Outreach and research efforts included the following:

Interviews and Observations in Parks: During a three-week period of Summer 1992, a team of trained observers and interviewers gathered data in Sunnyvale parks. The team conducted a total of 100 observations and 240 interviews.

Observations took place on both weekdays and weekends, during early morning, noontime, and early evening hours. Demographic characteristics of 5,580 park users were observed, as were activities, maintenance, adherence to regulations, and the level at which the parks and various specific facilities were being used.

Interviews were conducted in parks to gain perspective on citizens' use of the parks for recreation and leisure. Respondents provided feedback to interviewers regarding their perceptions of the quality of Sunnyvale's parks, their primary motivations and values related to park-based leisure, and their concerns and/or suggestions for improvement.

Surveys: A written survey was developed for inclusion in the *Winter 1992 Activities Guide*, as well as for use in other outreach efforts. The survey addressed motivations and perceived benefits of participation in City-sponsored recreation activities, perceived constraints to participation, and other feedback, concerns, and/or suggestions.

Citizen Focus Groups: Focus group sessions were conducted in late 1992 and early 1993. Potential group members were identified from survey respondents; Steering Committee recommendations (see below); written media, including the *Sunnyvale Quarterly Report*, the *Department of Economic Development Newsletter*, and the *Valley Journal*; and flyers at City locations including the Sunnyvale Library, City Hall, Community Center, and Senior Center.

Four citizen focus groups drawn from the above sources were conducted; in addition, three focus groups were conducted with specific populations of concern: **at-risk youth**, older adults, and mobile home dwellers. All groups discussed the perceived strengths and areas of growth for programs and facilities; critical trends involving youth and families, economics, and the changing demographics; populations and/or programs perceived to have priority in decisions regarding financial subsidy in the delivery of services; and Parks and Recreation's potential involvement in issues of community and social concern.

Other Citizen Outreach Efforts: The park interview (re-formatted as a written questionnaire) and the Recreation Program Survey, were made available to citizens at various City locations, including the Sunnyvale Library, City Hall, Community Center, and Senior Center. In addition, these questionnaires were distributed at selected special events, including the **Lakewood Picnic** and the **Hispanic Fiesta**. Focus group discussion topics (re-formatted as a written questionnaire) were made available to those potential focus group participants unable to attend the discussions sessions. Selected topics were translated into Chinese and inserted as a questionnaire in the **Chinese Senior Newsletter** published by Sunnyvale Community Services.

Recreation Sub-Element Steering Committee: A Steering Committee of approximately 20 community members was convened to assist Department staff in determining and evaluating outreach and research efforts. The Steering Committee was widely representative of the range of interests and perspectives characteristic of the Sunnyvale community, including: Parks and Recreation and Arts Commissioners; school district representatives; university faculty; citizens/neighborhood representatives at large; youth from schools and youth organizations; human service professionals working with at-risk youth; employee recreation professionals; private sector business representatives; housing advocates; older adult representatives; and Asian community representatives.

Every effort was made to achieve a balance in terms of age, ethnicity, and area of interest or focus in assembling the Steering Committee. The Committee met three times during late 1992 and early 1993, to provide feedback and direction for staff, and continued their involvement through reviewing drafts of the Sub-Element.

Departmental Data Sources and Support: Parks and Recreation staff working on the Sub-Element reviewed and incorporated existing sources of data relevant to this project. These included: the **Teen Survey** completed in 1992, consisting of 2,600 written questionnaires received from students in three junior high/middle schools and three senior high schools, and focusing upon interests and feedback related to programming for teens; the **Senior Center Membership Survey**, completed in late 1992, consisting of 250 written questionnaires regarding interests and feedback related to programming for older adults; the **Lakewood Neighborhood Survey**, consisting of 88 written questionnaires regarding the needs of families and youth in the Lakewood area of Sunnyvale.

Parks and Recreation Department managers and relevant staff helped to define critical issues, and provide insight into major trends in service delivery, participation in programs and use of facilities, marketing and financing, and future directions for development.

Literature Review: Current theory and research in respected journals and publications were reviewed to ascertain state and national trends and issues in the delivery of Parks and Recreation services.

The Recreation Sub-Element was drafted by City staff. The Parks and Recreation Commission reviewed the contents of the Sub-Element throughout 1992 and 1993 as part of its work plan. In addition, the Sub-Element was reviewed by the Planning Commission, the Arts Commission, and a variety of community groups and individuals.

This document is an update of the Recreation Sub-Element last approved in 1981.

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

INTRODUCTION

The 1980's and 1990's have been characterized by rapid and significant changes on many levels, including individual, familial, societal, environmental, and economic. Such changes are projected to continue through this decade and past the year 2000. During such periods, the health and well-being of individuals, families, and communities become critical factors in the maintenance of a high quality of life.

The feedback received from numerous individuals and groups in Sunnyvale in the course of updating the Recreation Sub-Element lends support to the importance of high-quality recreation and leisure as valued and critical public services. Recreation and leisure opportunities confer benefits on many levels:

Benefits to the Individual: Personally satisfying recreation, whether fitness-oriented, artistic, social, or educational, contributes positively to the physical and mental health of individuals of all ages. Such benefits are particularly relevant to individuals who, due to age, disability, or economic circumstances, may find themselves isolated, and/or lacking in health-promoting skills or opportunities. Of particular note are the physical, social, and psychological benefits of recreation accruing to youth, older adults, and persons with disabilities.

Benefits to Families: Family oriented recreation provides cohesion, stability, and satisfaction to families. These benefits become increasingly important as families in the 1990's experience increasing transition and/or economic hardship.

Benefits to Society: Community based recreation provides positive opportunities for group interaction and constructive involvement with others through volunteerism or shared activities. Such opportunities are especially crucial for youth. Recreation has been demonstrated to provide constructive outlets for youth, as well as to reduce crime, vandalism, and other socially harmful activities which negatively affect conditions within a community. Finally, the presence of high-quality recreation and leisure opportunities is

demonstrated to positively affect civic identity, serving as a source of pride in the community.

Benefits to the Economy: Recreation and leisure opportunities benefit the economy through prevention, in terms of reducing the costs of health care, rehabilitation, and the incidence of crime. In addition, residential and business location are encouraged through the presence of strong recreation programs and services. Finally, high-quality recreation facilities serve to generate valuable revenue for communities, thereby contributing to economic stability.

Benefits to the Environment: Recreational programs and activities provide and preserve parks and open space and improve the quality of life. Parks and open spaces bring beauty to an area while giving people satisfaction. Additionally, on both the global and local levels, open space serves a cleansing role for air and water.

THE CHALLENGE OF RECREATION AND LEISURE SERVICE DELIVERY IN THE 1990'S

While recreation programs and services contribute significantly to quality of life in many ways, the task of successfully delivering services has become increasingly complex as: 1) the quantity and urgency of human needs have increased; and 2) available financial and facility resources have decreased or reached capacity. Such social and economic conditions have presented a unique set of challenges and constraints to Parks and Recreation Departments. Several critical trends will continue to affect and shape the delivery of recreation and leisure services in Sunnyvale throughout the 1990's. These trends are:

Changing Demographics: Shifting age distribution in Sunnyvale's population will alter the planning and delivery of recreation services. The populations of preschool children and older adults have increased considerably in recent years. Older adults comprise the most rapidly increasing age group in Sunnyvale, creating significant demand for programs and services. Increasing longevity and the increase in the numbers of baby boomers becoming older adults will continue to increase the need for older adult services.

Increasing ethnic diversity has affected Sunnyvale in recent years and will continue to do so in the 1990's. Sunnyvale's youth population is characterized by even greater diversity than the general population. Implications for leisure service delivery include a need for increased awareness of and response to cultural preferences, and to cultural barriers to participation, developed through such activities as needs assessment, marketing, and staff training efforts.

Challenges Confronting Youth and Families: Today's youth are faced with familial, social, cultural, and economic changes of an unprecedented magnitude. Choices and options confronting youth related to lifestyle and to the use of unstructured time are numerous, and the consequences of some of these choices may be destructive and/or dangerous. At the same time, many youth have only minimal supervision and guidance available to them from their families or other trusted role models.

The increase in blended, single-parent, and dual-career families has raised a number of issues related to family-oriented recreation. Issues of scheduling, pricing, and content of recreation opportunities will continue to be central as the Parks and Recreation Department seeks to offer programs which are both appropriate and accessible to families.

Diminishing Economic and Facility Resources: Diminishing resources related to the provision of recreation programs and facilities in Sunnyvale are a phenomenon occurring on many levels. Significant budget reductions on the State level have necessitated increased focus upon the economic viability of programs and services throughout the City. Simultaneously, economic recession, as well as related work force reductions and other financial consequences, has made the cost of recreation a significant barrier to participation for some individuals.

The Parks and Recreation Department is confronted with the challenge of continuing to address the quality-of-life needs of all citizens, including those who are economically disadvantaged, as well as those who require greater investment of resources in order to utilize programs and services. This challenge will require increased focus upon entrepreneurial strategies, partnerships, and setting of priorities for the delivery of programs services which appropriately achieve the Department's social and philosophical mission.

Decreased funding for the construction of new facilities has resulted in some reduction in development and/or expansion of recreation facilities in Sunnyvale. In addition, diminishing space has limited the City's ability to expand facility offerings, especially those related to open space or athletics. The result of such conditions will be increased attention to maintenance and preservation of existing facilities, accompanied by increased attention to facility and open space demand and use.

Summary: The above conditions, combined with increasing awareness of the multiple benefits of recreation, have implications for the core areas of focus and concern which will guide the Parks and Recreation Department through the 1990's. These core concerns include:

Customer Service and Citizen Access efforts focused upon accurate and timely assessment of need and satisfaction, and upon quality of service;

Partnerships related to the funding and provision of programs, services, and facilities, which maximize the effectiveness of Parks and Recreation Department efforts;

Fiscal Management efforts directed toward increased self sufficiency of Parks and Recreation Department operations, utilizing enhanced marketing and entrepreneurial strategies;

Programming which effectively addresses the complex and diverse needs of the community in a comprehensive and cost-effective manner; and

Recreation Facility planning and management which maximize access, monitor demand, and assure quality.

CUSTOMER SERVICE AND CITIZEN ACCESS

The Parks and Recreation Department is actively committed to upholding the City's mission of providing excellent customer service, and readily accessible channels for communication between City staff and the public. Achieving this mission is viewed as critical in meeting the stated goals of the Parks and Recreation Department. Key elements of the Department's approach to customer service and citizen access include:

Customer Involvement in Design of Programs and Services, through ongoing and regular assessment of needs, preferences, and constraints to participation; regular evaluation of customer satisfaction; and participation in public meetings related to programs and services.

Receiving and Responding to Customer Concerns, through development of easily accessible channels for communication; active solicitation of feedback regarding concerns and related satisfaction; and implementation of systems for responding to customer concerns in a timely manner.

Outreach to Customers through Accessible Information, including printed material, accessible service hours, on-site staff, and community outreach and education.

Maintenance of Customer Service Standards, through staff training and recognition efforts related to exemplary customer service.

PARTNERSHIPS

Partnerships and collaborative agreements have dramatically expanded options available to the Parks and Recreation Department in the attempt to provide programs, services, and facilities which are comprehensive, cost-effective, and of high quality. The Department participates in a variety of partnership agreements, and seeks to develop new partnerships. Each facilitates a unique arrangement whereby staffing and facility resources are maximized, financial responsibilities are effectively shared, and the Department is able to address community needs in ways which would not be possible if it were functioning as the sole provider.

Key partnerships in which the Parks and Recreation Department participates include:

Partnerships with Schools: Collaborative agreements with local school districts represent the most comprehensive working partnerships developed by the Parks and Recreation Department in recent years. These partnerships have represented pioneering efforts at combining financial resources, open space and facility resources, and program staff. The partnerships enable enhanced service delivery to the community, especially related to youth services and community athletic facilities.

During the past four years, two comprehensive agreements were established between the City and Cupertino Union School District and Sunnyvale Elementary School District, respectively. These agreements facilitate the increased availability and improved maintenance of athletic facilities available to the numerous sports leagues and teams in Sunnyvale.

In addition, Parks and Recreation Department staff have collaborated actively on elementary, middle, and high school levels to provide noontime and after-school arts and enrichment programs. Department staff are further involved in school-based efforts related to gang and substance abuse prevention.

Such partnerships will become increasingly critical as economic and facility resources continue to diminish, and as the needs of youth become increasingly urgent. Such conditions do not support fragmented delivery of services, suggesting instead the need for coordinated efforts which maximize resources. Collaborations with school districts, as integral parts of the community, will continue to provide rich opportunities to positively impact the lives of Sunnyvale citizens.

Partnerships with Private Industry: Partnerships between the Parks and Recreation Department and the private sector have been expanded in recent years and provide enhanced financial resources, community involvement, and service delivery potential. Such partnerships have been particularly successful in the implementation of special events and in the construction of Sunnyvale Baylands Park.

Additional partnerships with private industry have supported the growth of an innovative computer-aided arts class for persons with disabilities. Older adults at the Multi-Purpose Senior Center benefit from generous partnerships with local restaurants. Finally, the Department and the private sector cooperate regularly in various planning efforts related to facility development.

Such partnerships will be enhanced in coming years, as they contain the potential to significantly enhance the Parks and Recreation Department's ability to continue to offer high-quality programs, services, and facilities.

Co-Sponsorship and Outside Group Funding Partnerships: Numerous co-sponsorship and funding agreements between the City and various community based organizations have greatly expanded the range of recreation options available to the community. Co-sponsored groups provide low-cost recreation opportunities, as well as opportunities for volunteerism and the development of leadership. Depending on the percentage of Sunnyvale residents in their membership, co-sponsored groups receive a variety of supportive services from the City, as well as priority for the use of City facilities. These arrangements have provided rich and varied program offerings to the community, and will be continued and enhanced in future years.

Inter-Departmental Partnerships: It has been demonstrated that recreation programs, services, and facilities impact a range of quality-of-life concerns. These concerns include health, employment, crime prevention, environmental preservation, and economic development. As such, it is crucial to foster strong inter-departmental partnerships as the City seeks to provide integrated services within the context of shared service delivery goals.

Among the most important of these partnerships are those which address the needs of youth and families. Collaborations between the Office of the City Manager, the Parks and Recreation Department, Employment Development Department, and Department of Public Safety have been fostered in order to improve services to youth, including the establishment of volunteer and employment opportunities, and various diversional/educational programs. Expanded collaborative efforts are under exploration, and will enable enhanced delivery of services to youth, as well as to other groups within Sunnyvale's population.

County-Wide, State, and National Partnerships: The Parks and Recreation Department has established a variety of networks and partnerships on County and State levels which serve to maximize resources and coordinate service delivery efforts. Such partnerships have been developed related to the implementation of various special events, and the construction of Sunnyvale Baylands Park, which was constructed on County land, improved by funding from the County, State, and City, and is operated by the City. In addition, the Department collaborates in a number of county-wide efforts addressing the needs of youth in risk environments. Such efforts are focused on planning and delivery

of services related to gang and substance abuse prevention, and multicultural issues. Such collaborations are considered to be of paramount importance in times of diminishing resources in Departments throughout the Bay Area.

Partnerships through Volunteerism: Partnerships with community volunteers provide crucial resources within the Department's service delivery system. Youth and adult volunteers donate thousands of hours per year, supporting programs, administration, and special events. In addition, volunteer groups and service clubs provide events and services which supplement those offered by the City. Such partnerships are highly valued by the Department, the recipients of services, and the volunteers themselves. The City provides for professional staff to recruit and utilize volunteers. Volunteerism will be encouraged and enhanced in the Department in coming years, both as a means of leveraging resources and to provide additional opportunities for volunteers themselves.

COMMUNITY RECREATION FUND

In recent years financial resources available to local governments have been significantly reduced. This trend will continue. As a result, the Parks and Recreation Department has planned and reorganized to decrease reliance on taxpayer support and to focus on marketing, entrepreneurship and fiscal self-sufficiency. The challenge to reduce dependence on taxpayer subsidies will continue in coming years as resources become increasingly finite.

In 1991 and 1992, the Parks and Recreation Department developed and implemented the Community Recreation Fund, a system designed to accurately track financial resources utilized in the delivery of recreation programs and services. Structured according to an Enterprise Fund model, the Community Recreation Fund combines all recreation program offerings into a single accounting system in which expenditures and revenues related to service delivery are monitored. Data regarding expenditures and revenues for given programs are used as part of a decision-making process related to program continuation and/or allocation of resources. The Fund facilitates consideration of cost-effectiveness, efficiency, and revenue generation. In addition, implementation of the Fund implies increased administrative focus upon needs assessment, outreach and marketing, establishment of fee structures, entrepreneurial strategies to increase revenue, and customer service concerns.

The Community Recreation Fund has surpassed initial expectations for its success. It was estimated initially that implementation of the Fund would save \$4 million in General Fund subsidy over the ten-year planning period; after the first year of operation, that figure was increased by \$3.4 million; currently, the most recent ten-year plan projects further reduction of General Fund subsidy by \$20 million. The Parks and Recreation

Department will continue to implement the Fund and related strategies to strengthen the financial viability of providing recreation services within the City of Sunnyvale.

PROGRAMMING

Recreation programs need to be developed and implemented according to the following core principles:

Accurate Assessment of Community Need through regular and ongoing outreach to both participants and non-participants in City-sponsored recreation program offerings. Attention to the needs and preferences of Sunnyvale residents must take first priority in the design and implementation of services.

Assurance of Maximum Benefits to Individuals, Families, and Community. Such design efforts will require attention to expressed need and/or preference; staff expertise; and effective marketing and outreach.

Facilitation of Program Accessibility to Individuals of all Ages, Developmental and Ability Levels, Ethnic and Cultural Backgrounds, and Economic Circumstances. Maintaining program accessibility will require targeted programming efforts for individuals with special needs, and attention to those factors which may hinder participation, such as time, location, and/or pricing.

Development of Partnerships related to Funding and Delivery of Recreation Programs, Services and Facilities. Such partnerships can represent coordinated and cost-effective efforts to address increasing need with diminishing resources. Partnerships need to be continued and expanded with school districts, private industry, surrounding cities, social service agencies, and community groups.

In addition to the above principles which guide recreation programming overall, the Parks and Recreation Department has identified certain high-need groups within the community, and will continue to develop targeted programming efforts specifically addressing their needs. These groups include:

Youth: Recreation has been identified as an effective strategy to prevent delinquency related to the multiple needs of youth. Developmentally-appropriate, structured leisure activity has been demonstrated to play a positive and critical role in the development of self-esteem, community identity, life and work skills, and strong social networks with peers and adult role models. In addition, recreation may play a preventive role related to the challenges and negative lifestyle choices available to youth.

Needs assessment findings related to Sunnyvale youth suggest programming directions focused upon structure and supervision, especially during after-school hours; opportunities for participation in athletic and arts-related pursuits; volunteerism and community involvement; and employment-related experiences. Other needs expressed included those related to values, self-esteem, and formation of healthy peer groups.

Youth programming directions in Sunnyvale will focus upon addressing identified needs, with particular emphasis on after-school programming and supervision; educational and enriching experiences; volunteer, employment, and leadership opportunities; and effective partnerships between City departments, with surrounding cities, and with school districts.

Families: Family-oriented recreation has been demonstrated to increase cohesion and stability. Such benefits are of particular importance in view of continually increasing numbers of single-parent, dual-career, and blended families. Needs assessment findings related to Sunnyvale families indicate interest in high-quality recreation facilities and opportunities designed for parents and children, as well as for supervision at those times when parents are unavailable. Programming for the needs of Sunnyvale's families will need to address both traditional and non-traditional family arrangements. Successful program efforts will require attention to such constraints as time, location, and pricing.

Older Adults: Active recreation involvement has been demonstrated to have far-reaching benefits for older adults. Benefits include improved physical health, reduced health-care costs, and increased longevity; decreased depression and isolation; and enhanced self-esteem and life satisfaction. Such benefits will become increasingly important as the population of older adults increases in coming decades, and as demands on health care and social service agencies increase correspondingly.

The Multi-Purpose Senior Center forms the hub of recreation and supplemental services offered to older adults in Sunnyvale. Programs are designed to provide recreational, creative, social, and educational experiences. Supplemental services provide support for nutritional, legal, transportation, employment, and health needs. Consideration is given, as needed, to the special needs of older adults who may be economically disadvantaged, linguistically isolated, or mobility impaired.

It will be critical to maintain and expand services for older adults throughout the 1990's and beyond. Ongoing awareness of and responsiveness to changing needs and preferences, cultural and ethnic issues, economic considerations, and constraints to participation will assure that programs and services are effective in meeting the needs of this group.

Persons with Disabilities: The impact of a disabling physical or mental condition may include increased social isolation for the individual and/or family, as well as diminished opportunities for the development of basic social and living skills. Participation in appropriate leisure activity has been demonstrated to promote the development of

physical, mental, and social skills for persons with disabilities. These skills, in turn, enhance independence, self-esteem, and overall quality of life.

Sunnyvale's recreation program offerings for persons with disabilities address critical needs identified by participants and their families, including socialization and development of friendships; consistency and structure; skill development; and community functioning. Programs are offered to individuals from age 7 years through adulthood, and include classes, camps, community outings, and special events. Inter-city collaborative efforts provide further opportunities.

The Parks and Recreation Department will continue to actively explore enhanced outreach to participants, diversified funding sources, and expanded partnership efforts in order to most effectively provide services to persons with disabilities.

RECREATION FACILITIES

Open space, outdoor, and indoor recreation facilities are an integral part of Sunnyvale's leisure service delivery system. The Parks and Recreation Department maintains and operates a range of facilities addressing the athletic, artistic, play, and social needs of the community. Facilities are operated on principles of quality, safety, accessibility, and equity of use.

Facility resources will continue to be maximized through a number of strategies which attempt to address the challenges posed by finite open space and funds and the challenge of balancing usage demands with facility upkeep and maintenance needs. Such strategies include partnerships in the funding, maintenance, and operation of facilities; extension of hours of operation; conversion of facilities to accommodate multiple functions; increased programming at non-peak hours; and establishment of fee differentials for use during non-peak hours. Finally, the City is exploring joint use of community facilities not currently used to capacity. At the same time, the Parks and Recreation Department will continue to assess facility maintenance needs and means of integrating maintenance with satisfying community demand.

Establishing priorities for access to facilities has been a significant area of concern for the Parks and Recreation Department. Management of the demand generated by non-resident users, development of pricing strategies which maximize economic self-sufficiency while maintaining equity of access, and assuring accessibility to individuals with physical limitations will continue to be key Parks and Recreation Department activities related to this concern.

Through a variety of partnerships, attentive maintenance, and planning efforts related to use and access, the Parks and Recreation Department will continue to maintain and operate facilities in a cost-effective manner which remains responsive to community need.

GOALS AND POLICIES

Based upon the above findings and issues, the following Goals and Policies for the provision of recreation programs, services, and facility offerings are proposed:

GOAL A: MANAGE A COMPREHENSIVE PARKS AND RECREATION PROGRAM WHICH REMAINS RESPONSIVE TO PUBLIC NEED, AND DELIVERS QUALITY CUSTOMER SERVICE.

- POLICY A.1.** Provide consistently exceptional customer service in all Parks and Recreation program and facility offerings.
- POLICY A.2.** Encourage active citizen involvement in development and provision of Parks and Recreation programs, facilities, and services.
- POLICY A.3.** Develop, maintain, and evaluate tools to measure quality of Parks and Recreation Department services, facilities, customer service and customer satisfaction.
- POLICY A.4.** Utilize multiple channels to disseminate information broadly regarding parks and recreation programs and services.

GOAL B: DEVELOP PARTNERSHIPS WITH THE PRIVATE AND PUBLIC SECTOR THAT ENABLE THE CITY TO LEVERAGE RESOURCES AND ADDRESS ISSUES ON A COORDINATED AND EFFECTIVE LEVEL.

- POLICY B.1.** Maximize City, school, private industry, social service, and other community resources through collaborative development and implementation of recreation programs and services.
- POLICY B.2.** Develop effective partnerships to address the complex needs of youth.
- POLICY B.3.** Foster and encourage partnerships with co-sponsored groups and outside funded groups in order to address the community's diverse recreational needs.

GOAL C: DEVELOP AND ENHANCE THE OPERATION OF THE COMMUNITY RECREATION FUND, MAINTAINING SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE AN ARRAY OF RECREATION PROGRAMS, FACILITIES, AND SERVICES TO A MAXIMUM NUMBER OF CITIZENS WHILE MINIMIZING THE IMPACT UPON THE GENERAL FUND.

POLICY C.1. Strengthen the use of the Community Recreation Fund as a means to increase financial self-sufficiency and to decrease dependence upon the City's General Fund.

POLICY C.2. Identify revenue sources and increase revenues, where possible, which can be allocated to recreation programming, facilities, and services.

POLICY C.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

POLICY C.4. Provide a system to allow participation and/or use of programs, facilities, and services for persons who are economically disadvantaged.

GOAL D: PROVIDE OPPORTUNITIES FOR HIGH QUALITY LEISURE INVOLVEMENT WHICH PROMOTES THE PHYSICAL AND MENTAL WELL BEING OF THE COMMUNITY AND ENSURES EQUAL OPPORTUNITY FOR PARTICIPATION.

POLICY D.1. Provide a balanced range of program choices to meet the diverse needs of the community.

POLICY D.2. Implement program offerings to meet the needs of identified subgroups within the population.

POLICY D.3. Provide recreation programs which meet the complex needs of youth.

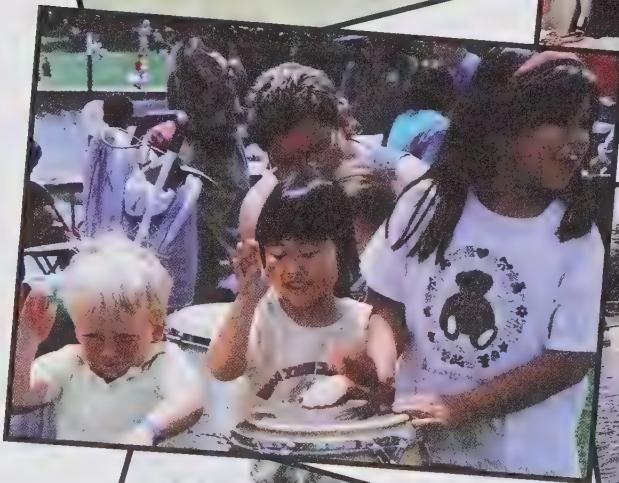
GOAL E: PROVIDE AND MAINTAIN RECREATION FACILITIES BASED ON COMMUNITY NEED, AS WELL AS ON THE ABILITY OF THE CITY TO FINANCE, CONSTRUCT, MAINTAIN AND OPERATE THESE FACILITIES NOW AND IN THE FUTURE.

POLICY E.1. Provide, maintain, and operate recreation facilities such as swimming pools, tennis courts, golf courses, athletic fields, parks, arts facilities, community centers, park centers, and other specialized facilities in a safe, high quality, usable condition that will serve and meet the recreational needs of the community.

POLICY E.2. Provide recreation facilities that will accommodate and meet the needs and interests of special population groups.

POLICY E.3. Provide a broad range of facilities to meet the recreational needs of a diverse population.

COMMUNITY CONDITIONS



COMMUNITY CONDITIONS

PROGRESS SINCE 1981

Introduction

Since the comprehensive update of the Recreation Sub-Element in 1981, significant progress has been made toward meeting established recreation goals, as well as in successfully addressing an increasingly broad range of the community's needs. The most critical measure of the success of a strategic plan is to evaluate how fully the policy directions in the plan have been realized and how accurate those policy directions were in terms of addressing the needs of the community.

Customer Service and Citizen Access

The Parks and Recreation Department has always recognized the importance of excellent customer service. In recent years, customer service has been even more strongly emphasized, as the whole City renewed its "commitment to excellence". A "Satisfaction Guaranteed" policy was implemented to emphasize the Parks and Recreation Department's commitment to customer satisfaction. Ongoing needs assessments, as called for in the 1981 Recreation Sub-Element, are important tools in determining the customers' needs and desires, and staff are encouraged to develop new ways of enhancing service and listening to the customer.

"A 'Satisfaction Guaranteed' policy was implemented to emphasize the Parks and Recreation Department's commitment to customer satisfaction."

Another 1981 directive was to hold public meetings with the Parks and Recreation Commission to allow opportunities for citizen feedback regarding services. This role of the Commission has been enhanced, and efforts are made to vary the location of Commission meetings to increase accessibility to the public. An Arts Committee was established in 1982 to serve in an advisory capacity to the City Council on matters involving arts programs, classes, and performances. In 1984, City Council voted to create a standing Arts Commission, allowing for additional opportunities for citizen access and input into decision making processes.

Partnership Developments Since 1981

Partnerships and collaborative agreements have allowed the Parks and Recreation Department to creatively enhance and expand its services, thereby addressing increasingly complex community needs in an effective manner. Partnerships have been continually pursued and developed in accordance with the 1981 Sub-Element policy to coordinate and cooperate with schools, neighboring cities, business and industry, community groups, and co-sponsored groups.

Most notable among these partnerships have been relationships with the various school districts, which have been expanded and strengthened over time. The City entered a long-term maintenance agreement with the Cupertino Union School District in 1989, and the Sunnyvale Elementary School District in 1991. These partnerships have resulted in the City having acquired or gained guaranteed access to 60 additional acres of open space, which has increased the availability of fields and open space for both programmed and unstructured recreational use.

The Parks and Recreation Department also has worked cooperatively with school administrators and leadership classes in the development and implementation of sports, arts, recreational, and educational programs for elementary, middle, and high school students during both noontime and after-school hours. These partnerships are considered critical to effectively addressing the needs of youth for constructive, supervised activity. In addition to these collaborative programs, Parks and Recreation Department staff are actively

involved in a County-wide task force addressing the needs of at-risk youth, as well as in County-wide programming efforts aimed at providing constructive and satisfying alternatives to alcohol and drug use.

The Parks and Recreation Department also has fostered strong working relationships with other City departments. Such inter-departmental partnerships have been instrumental in facilitating coordinated delivery of services to such multiple- and high-need groups as youth, families, and child-care providers. The Public Safety Department, Employment Development Department, Parks and Recreation Department, and Office of the City Manager have combined resources and expertise to develop coordinated responses to child care and youth issues. In addition, inter-departmental collaboration has enabled the City to conduct City-wide special events such as the Hands on the Arts Festival and State of the City Event.

In planning special events and providing programs and services, the Parks and Recreation Department is increasingly reaching out to the private sector for support. In 1993, the successful first joint "partner" event with Sunnyvale Town Center Mall took place with the Spring Eggstravaganza, a popular special event targeted primarily for youth and families. Other partnerships between the Parks and Recreation Department and the private sector have been fostered with the San Francisco Giants, Hewlett Packard Company, Safeway Grocery Stores, Lyon's Restaurant, ESL, Inc., Lockheed Missiles & Space Co., and Westinghouse Corporation. These partnerships have allowed the Department to provide enhanced services and programs to older adults and persons with disabilities, as well as to expand facilities and special event offerings to the entire community.

Volunteers have always represented an important community-based partnership for the Parks and Recreation Department, and continue to do so. In 1982, a centralized volunteer program was established within the Office of the City Manager to recruit, screen, and place volunteers throughout the City. This program was established due to the success of the Parks and Recreation Department's volunteer program, and in response to an action statement in the 1981 Recreation Sub-Element that called for continuation of volunteer opportunities within the Parks and Recreation Department,

"The Public Safety Department, Employment Development Department, Parks and Recreation Department, and Office of the City Manager have combined resources and expertise to develop coordinated responses to child care and youth issues."

with expansion of the volunteer program to other departments as well. Although the Volunteer Office now provides some volunteer services to the Parks and Recreation Department, the Parks and Recreation Department also utilizes staff volunteer coordinators to provide additional volunteer services, specific to the needs of the Department.

The Parks and Recreation Department continues to offer a wide variety of volunteer opportunities in programs and administration, including sports, cultural arts, special events and programs for youth, older adults, and persons with disabilities. The Parks and Recreation Department places special emphasis on the creation of volunteer opportunities for youth, for whom such opportunities can represent valuable employment training, as well as the chance to contribute to the community in personally meaningful ways. Youth volunteer opportunities have dramatically expanded since 1981, and youth currently are involved year-round in support of various Parks and Recreation Department programs.

With the opening of the Multi-Purpose Senior Center, additional opportunities for volunteers became available. Volunteer support is crucial to the operations of the facility; volunteers operate the front counter and provide other administrative and programmatic support.

"Currently approximately 40 sports, cultural, and recreational groups provide invaluable services that would be too costly or difficult for the City to provide directly."

Co-sponsored groups have also thrived, and represent strong and effective partnerships between the City and community volunteers. Currently approximately 40 sports, cultural, and recreational groups provide invaluable services that would be too costly or difficult for the City to provide directly. The Parks and Recreation Department provides primarily in-kind support to these groups, including facility and field maintenance and use, and is working closely with co-sponsored groups to strengthen the partnerships. In accordance with the 1981 Recreation Sub-Element, co-sponsorship policies are reviewed annually, and modifications made as appropriate.

Fiscal Developments Since 1981

Effective marketing and increased fiscal self-sufficiency have moved to the foreground as priorities for the Parks and

Recreation Department. Significant organizational changes in both structure and operations have been implemented in recent years, with the intent of encouraging and facilitating greater emphasis on marketing activities, customer service, and increased fiscal self-sufficiency.

The most critical aspect of this reorganization has been the establishment of the Community Recreation Fund. Implemented in 1991, the Fund is structured on the model of an "Enterprise Fund". Leisure programs and services are considered as "freestanding business activities of the City, generally not supported through the use of taxpayer dollars." The Enterprise Fund model functions as a valuable accounting and resource allocation tool, allowing tracking of services through a separate system which records all transactions, including revenues and expenses. The Fund facilitates staff's consideration of cost-effectiveness, efficiency, and revenue generation in their planning and implementation of programs. Program revenues become valuable resources which may be utilized for capital improvements or for the expansion of Department programs and services.

Until 1991, only the Sunnyvale Municipal Golf Course, Sunken Gardens Golf Course, and the Sunnyvale Tennis Center were organized as separate enterprise funds, and maintained self-sufficient operations, requiring no General Fund subsidy. Other leisure service programs, however, required significant General Fund subsidy, with some revenue generated through fees and charges. With the establishment of the Community Recreation Fund, however, the golf courses and Tennis Center, aquatics and sports, Community Center and Senior Center operations, cultural arts programs, special events, youth programs, and other leisure services, are contained within an enterprise fund accounting system.

The 1981 Recreation Sub-Element called for establishing fees and charges annually, along with maintaining policies and procedures governing them. City Council conducts an annual review of fees and charges, and the Community Recreation Fund now serves as the context for developing pricing strategies, policies, and procedures.

With the establishment of the Fund, expenditures and revenues from all program offerings and administrative

activities are combined into a comprehensive accounting system, with the corresponding expectation that, while some General Fund subsidy would continue to be required, Leisure Services would become increasingly self-supporting with improved attention to marketing, pricing, and customer service concerns. The success of the Community Recreation Fund, and related marketing and programming efforts, has exceeded initial expectations, and has been highly commended by City Council.

Programming Developments Since 1981

Program offerings change to meet community needs. The 1981 Recreation Sub-Element contained a goal statement which directed the Parks and Recreation Department to provide a balanced range of programs which were responsive to citizens' needs and demands, with an emphasis on programming for specific sub-groups of the population, including children, adults, senior citizens, and individuals with disabilities.

In general, class offerings and leisure programming have expanded since 1981. The number of classes offered for which a fee is charged has increased from 1,305 in 1981 to approximately 1,800 in 1993. Attendance at free activities such as special events has also increased. New classes are offered whenever there is an expressed interest and enough student enrollment to pay for the operation of such a class. The establishment in 1991 of a Marketing Unit has enabled the Parks and Recreation Department to determine more accurately what program benefits are most valuable to citizens, and to market programs accordingly. Leisure Services staff also utilizes class evaluations and surveys in determining program offerings.

Along with overall program expansion, some specific programs have expanded dramatically since the update of the 1981 Recreation Sub-Element. Cultural arts program offerings, for example, have grown significantly. Their importance has been recognized by City Council and the first Cultural Arts Sub-Element to the General Plan was adopted in 1983.

Older Adults

Two policies in the 1981 Recreation Sub-Element directed the City to provide programming and facilities to meet the needs of senior citizens. Action statements encouraged study to determine the need and viability of a specialized facility for senior citizens. In 1984, a Multi-Purpose Senior Center for Sunnyvale became a reality. The center has provided older adults with a facility dedicated to meeting their social and recreational needs, as well as addressing broader quality-of-life concerns. The Adair School site was leased from the Sunnyvale School District in 1982. This lease agreement gave the City six buildings with a multi-use auditorium and kitchen, meeting and classroom space, lounge, and administrative and office space. This lease is due to expire in 1997.

"The center has provided older adults with a facility dedicated to meeting their social and recreational needs, as well as addressing broader quality-of-life concerns."

Older adult programming had been offered through the Community Center prior to the opening of the Multi-Purpose Senior Center; since that time, however, program offerings have expanded dramatically. Over the years, hours of operation at the Senior Center have been expanded to include weekends; a popular Senior excursion program has also been added. The Parks and Recreation Department established a local celebration of Older Americans' Month in May and an anniversary celebration of the opening of the Senior Center, celebrated in October, which provides two special events targeted for older adults.

The Senior Center functions as a centralized service location, housing the Parks and Recreation Department's "Disabled Programs and Services" program, Sunnyvale Community Services, and a range of other community services. Of particular note, the Nutrition Program was established at the Multi-Purpose Senior Center in 1984, currently serving 16,000 meals per year for older adults and individuals with disabilities. In addition, the City provides space at the Multi-Purpose Senior Center to a variety of outside agencies which provide needed services that complement the City's program offerings. These services include employment training, education, transportation, legal assistance, and health screening.

Youth

A significant focus throughout the 1980's was on family recreation programming. A Family Recreation Packet was prepared to provide information on the range of opportunities available to families. Programs were developed with a family orientation and marketed to encourage family participation.

Youth programming has been an ongoing focus of the Parks and Recreation Department. Since 1981, summer sports camps have been introduced and become popular. Excursions and special events for teens were established, and in 1991 the Department entered agreement with the Sunnyvale School District for the organization, promotion, and operation of an after-school sports and activities program at Sunnyvale Middle School. This unique partnership may serve as a model in coming years for development and provision of similar programs.

Providing recreation facilities for youth where necessary was one of the expressed policies in the 1981 Recreation Sub-Element. Accordingly, a teen center was established at San Miguel School site beginning in 1983. This outreach site for teens was originally operated in conjunction with the Department of Public Safety and then by the Parks and Recreation Department alone. The site was closed in 1991 when the school district reclaimed the building for educational needs. The Parks and Recreation Department is currently evaluating the feasibility of establishing new teen centers, because interest and need have been expressed.

In the mid 1980's the Parks and Recreation Department operated the "Pals" Program, a before-school and after-school child care program. The Sunnyvale Elementary School District took on operation of the program in the late 1980's, but the Department has continued to address child care needs and issues. The Tiny Tot Program for children 3 to 5 years of age expanded to include additional locations. A day care provider program was developed in conjunction with the Office of the City Manager to provide day care providers and their charges with recreational, social, and educational opportunities. Day care providers come together in this program for supervised activities and are able to interact with other providers and their children. Recently, pre-school

special events were added for children needing socialization opportunities but who are not in need of extended child care. These theme-related events involve both the parent or caretaker and child in arts and crafts, music, and movement.

Programs for Individuals with Disabilities

The "Disabled Programs and Services" program coordinates closely with other agencies and cities to provide positive experiences for participants. In addition to a range of recreational, social, and educational programs offered through the City, the Parks and Recreation Department collaborates on an inter-city and county-wide level to expand the range of choices available to individuals with disabilities. This effort follows the direction provided in the 1981 Recreation Sub-Element to provide recreation programs and activities for individuals with disabilities, and to coordinate with other human services agencies to provide a continuum of recreation services.

During the 1980's "Disabled Programs and Services" expanded its offerings to include programs appropriate for additional populations. In cooperation with the county-wide Head Injury Recreation and Leisure Network, the Parks and Recreation Department became a participant in "Think-a-Heads", a support group for individuals with head injuries. In the mid-1980's the Rainbow Day Camp was established. This mainstreaming camp brings children with and without disabilities together to share recreational pursuits.

A particularly exciting development is the introduction of a CADART (computer assisted design art) class for individuals with disabilities, which allows students to create art work with the aid of a computer. This program represents a strong community partnership; the software was developed by a Sunnyvale resident, Hewlett Packard in Sunnyvale provides computers and a meeting site, and local businesses provide supplies.

Special Events

"Hands on the Arts (HOTs), a special event for children which was developed in 1986 in conjunction with the Santa Clara County Arts Council, has been immensely popular, attracting as many as 17,000 people over the course of a weekend."

Special events have continued to draw large community participation. The Special Events Calendar is approved by City Council every two years and events have been modified or substituted over time to address community preferences and needs. For example, the Halloween Haunted House was modified and became the more family-oriented Halloween Harvest Carnival during the 1980's. As community interests continue to change, this special event is again being modified. Hands on the Arts (HOTs), a special event for children which was developed in 1986 in conjunction with the Santa Clara County Arts Council, has been immensely popular, attracting as many as 17,000 people over the course of a weekend. The event features performing and visual artists who share their talents with children, offering them hands-on opportunities to experience a wide variety of art forms.

Over the years the Parks and Recreation Department has initiated improvements and enhancements to registration procedures and distribution of information, including an expanded and upgraded *Activities Guide*; an enhanced relationship with the Sunnyvale Chamber of Commerce for the ongoing distribution of information and access to the corporate sector; automated registration which allows for use of a phone in registration and payment with credit card; and the establishment of Sunnyvale Scene, Incorporated, a non-profit entity that enables the Department to qualify for a bulk mailing permit, saving the City considerable money each year. A mobile stage known as the "Showmobile" was purchased and is used to support and promote activities City-wide.

Facility Developments Since 1981

In the 1981 Recreation Sub-Element, the City committed to providing and maintaining recreation facilities in a safe, usable condition, meeting the needs of the community. The Sub-Element called attention to the particular needs of older adults and individuals with disabilities. The addition of the Multi-Purpose Senior Center, providing facilities for older adults and individuals with disabilities, represents the most significant change to the Parks and Recreation Department's facility

listing since 1981, but other major upgrades of facilities have occurred and plans for new facilities have been developed.

In 1990-1991, the Community Center Complex received major renovation to accommodate expanding programmatic needs and a growing staff. Through the renovation the complex was upgraded to meet accessibility and safety standards, and to provide attractive, functional meeting and classroom space. Additional amenities include a dance studio, expanded box office, and theatre lobby. The Community Center is marketed to both private and public groups and is used increasingly for meetings, weddings, conferences, and training sessions, in addition to meeting the City's own need for classroom and meeting space.

Both the 18-hole Sunnyvale Municipal Golf Course and 9-hole Sunken Gardens Golf Course were upgraded to meet demand, receiving major improvements to the courses and clubhouses. The courses are competitively priced and are being played at maximum capacity, in part due to their high quality.

Swimming facilities also have received upgrades, most notably the aquatics center at Washington Park. As part of the Parks Division master planning process for parks, as well as to meet requirements of the 1991 Americans with Disabilities Act (ADA), accessibility enhancements and other improvements have been made throughout the park system, including renovated play areas and upgraded fields.

Sunnyvale Baylands Park is a new regional park which opened in 1993. This 177-acre park was jointly planned by the City of Sunnyvale and County of Santa Clara with the dual purpose of protecting seasonal wetlands and providing a high quality public recreation facility. The 72 acres of "active" park use feature reservable group picnic areas, a Discovery Play Area (containing both traditional play equipment and special creative play facilities), and the Great Meadow, a 7 acre open turf area. The park was funded primarily through joint agency agreements, with the County of Santa Clara contributing \$6.3 million; the State of California \$1.8 million; and the City of Sunnyvale \$1.3 million. Donations from private industry have included monies from ESL, Inc. and Lockheed Missiles & Space Company, totaling \$90,000. The County owns the park

land and the City of Sunnyvale will manage the park under a 25-year agreement.

One of the action statements of the 1981 Recreation Sub-Element called for the City to investigate and determine the need and financial feasibility of a museum. Plans for an expanded museum were made and a capital project approved which would have moved the museum from its current location at Murphy Park, relocating it to the third floor of the historic Del Monte Building. The Del Monte Building itself has been moved onto Murphy Avenue. Plans included assigning City staff to the museum as curators.

Unfortunately, given the economic constraints placed on the City by the ongoing recession and actions of the State of California in balancing its own budget, City Council in January 1993 eliminated the museum project from the City's Ten Year Capital Improvement Plan. No further plans have been made at this point for an expanded museum. Similarly, a project to build a performing arts theatre in downtown Sunnyvale also has been eliminated from the City's Ten Year Capital Improvement Plan due to lack of resources at this time.

Finally, a project which would have constructed an indoor sports center at the former Sunnyvale High School site was eliminated by City Council in January 1993 from the Ten Year Capital Improvement Plan. Since the need for an additional indoor sports center still exists, the City is researching other possible options.

Grants Received Since 1981

Grants serve as a valuable source of additional revenue, and have been particularly helpful in offsetting the capital costs of some large-scale projects. The Department actively seeks appropriate grants and outside funding sources. Through the Community Parklands Act of 1986, \$308,000 was awarded from the State of California for Community Center Improvements. These funds were used for the theatre portion of the overall renovation project.

The State of California also awarded three grants amounting to \$1.8 million for the construction of Sunnyvale Baylands

Park. Funding sources for these grants were the California Wildlife Coastal and Parkland Conservation Bond Act of 1988; the Roberti-Z'berg-Harris Urban Open Space and Recreation Grant Program; and the Outer Continental Shelf Lands Act.

Awards Received Since 1981

Although the true measure of success of the 1981 Sub-Element strategic plan is the degree to which it has effectively addressed the community's needs, awards are another means of recognizing and validating the progress which the Parks and Recreation Department has made. Since 1981, the Department has been honored with a number of these awards, detailed in **Figure 1**.

FIGURE 1: AWARDS RECEIVED SINCE 1981

Date	Award Received	Facility or Program Recognized
1984	California Parks & Recreation Society: Environmental Planning Award in the Special Facility Category	Multi-Purpose Senior Center
	Athletic Business Magazine Facility Award	Indoor Sports Center
1986	California Parks & Recreation Society: Recreation Program Award	Senior Nutrition Program
1987	Learning Resources Network Programming Award	Older Americans' Month Celebration
	California Parks & Recreation Society: Program Award	Hands on the Arts Festival
1988	National Recreation & Parks Association: Pacific Southwest Arts & Humanities Regional Award	Hands on the Arts Festival
	National Recreation & Parks Association: National Arts and Humanities Award Class II	Hands on the Arts Festival
1989	International Association of Learning Resources Network: "Best Brochure Ideas of the Year" Publication	Gallery Education Program
	International Association of Learning Resources Network: "Best Brochure Ideas of the Year"	Quarterly <i>Activities Guide's</i> Registration Page
1990	California Parks & Recreation Society Publicity Showcase Awards:	
	Best Activities Brochure Graphic Cover	Fall 1989 <i>Activities Guide</i>
	Best Brochure Content	Summer 1989 <i>Activities Guide</i>
	Special Program Logo	Hands on the Arts
1991	California Parks & Recreation Society Publicity Showcase Awards: Best Public Service Announcement	Sunnyvale/Fire House Classic Run
1992	League of California Cities Helen Putnam Award for Excellence: Environmental Category	City/School Open Space Joint Partnership

BENEFITS OF RECREATION

Introduction

Recreation and leisure have been demonstrated to make essential contributions to the lives of individuals, families, and communities, enhancing physical and mental health, as well as strengthening the economic and social bases of communities. These benefits have become increasingly important in recent years; rapid and dramatic changes in economic circumstances, family structure, and social conditions have significantly affected health and well-being on both individual and societal levels.

The research conducted in the update of this Sub-Element, including surveys, observations, interviews, and focus groups, strongly supports the critical benefits derived from high-quality recreation and leisure opportunities. The feedback received from various individuals and groups in Sunnyvale reinforced the importance of recreation and leisure programs and facilities as highly valued public services.

Benefits to the Individual

Recreation has been demonstrated to contribute positively to the physical and mental health of individuals of all ages. Personally meaningful recreation activity, whether fitness-oriented, artistic, social, or educational, provides opportunities to manage stress constructively, to connect with other people, to increase self-esteem and personal competence, and to enhance overall life satisfaction.

"Recreation has been demonstrated to contribute positively to the physical and mental health of individuals of all ages."

The role of recreation and leisure in the lives of youth is critical. From a developmental perspective, children learn physical, intellectual, social, and creative/imaginative skills through play experiences. As children grow into adolescence, recreation may begin to play a crucial preventive role; meaningful and enjoyable recreation opportunities occurring in a supervised and supportive context can provide positive alternatives to the many potentially self-destructive choices available to youth in contemporary society.

Recreation and leisure activity has been demonstrated to reduce alienation, loneliness and anti-social behaviors for various groups with specialized needs who are at risk of increased isolation. For older adults and persons with physical and/or mental disabilities, integrated and accessible leisure opportunities can be critical to overall quality of life and life satisfaction. Recreation provides a context for improving physical health, for social interaction, and for the development of self-esteem, competency, and mastery.

"Research has indicated that family recreation is a significant factor in the creation and maintenance of cohesive, stable, and supportive families."

Benefits to Families

Research has indicated that family recreation is a significant factor in the creation and maintenance of cohesive, stable, and supportive families. Various studies have also demonstrated an association between shared leisure and marital stability. Leisure opportunities may thus foster closer, healthier relationships within families, bonds which are essential a child's development on many levels. These benefits become increasingly important as families in the 1990's experience increasing transition and/or economic hardship.

Benefits to the Community

Communities benefit considerably from strong recreation programs. Recreation provides opportunities for involvement with other people, and for the development of a sense of belonging and investment. Many people reported in focus groups, interviews, and surveys that the quality and availability of recreation programs and services in Sunnyvale contributed to their pride at being a part of the Sunnyvale community.

In addition, community recreation can promote ethnic and cultural harmony. Recreation is seen as an effective way to provide community members with an opportunity to interact with those of various ethnic and cultural backgrounds, fostering appreciation of cultural uniqueness as well as commonalities.

Further, recreation promotes leadership and active involvement in the betterment of communities. In Sunnyvale, such involvement often takes the form of volunteerism, as many citizens serve as coaches and league organizers, assist

with special events and other programs, or participate in co-sponsored clubs and groups. Through such partnerships with volunteers, as well as with schools, private industry, and community agencies, increased recreation opportunities are made available with fewer public dollars, and constructive working relationships within a community are fostered.

Finally, by improving the health and well-being of individuals, and by serving as a powerful deterrent to crime and other socially destructive behaviors, recreation contributes to the overall health and safety within a community.

"By improving the health and well-being of individuals, and by serving as a powerful deterrent to crime and other socially destructive behaviors, recreation contributes to the overall health and safety within a community."

Benefits to the Economy

The individual and societal benefits of recreation are accompanied by related economic benefits. Increased physical and psychological health have implications for work place productivity, as well as for the cost of health care on both individual and societal levels. Further, the preventive benefits of recreation related to criminal activity have implications for the economics of the criminal justice system, and for related rehabilitation activities.

Economic development literature repeatedly stresses that the decision to relocate or expand a business into a given community is strongly influenced by the presence of high-quality parks and recreation services within that community. Similarly, residential property values also increase with the presence of recreation resources such as parks, open space, and services. Thus, parks and recreation-related services have the potential to generate revenues for communities, thereby contributing to economic stability.

Benefits to the Environment

Finally, the presence of such recreation resources as parks and open space represents an investment in the quality of the environment. Such investment contributes to the environmental health of the community, as well as to the physical and psychological health of its residents. On both the global and local levels, open space serves a cleansing role for air and water. The existence of open space provides

a visual break from the built environment. Through commitment to the preservation of open space and nature resources, parks and recreation departments contribute to the aesthetic quality and environmental health of a community, as well as to the quality of life of its members.

CONDITIONS AFFECTING LEISURE SERVICE DELIVERY

Profound changes in demographics, economic condition, family structure, ethnic diversity, and prevailing values and priorities have taken place in Sunnyvale in recent years, and will continue through the 1990's. Such changes have occurred in communities nationwide, and naturally affect the planning and delivery of services in parks and recreation departments. Awareness of and adaptation to prevailing demographic, social, and economic conditions are crucial in order to effectively address community needs on an ongoing basis.

The following is a summary of critical trends and conditions shaping communities and service delivery systems in the 1990's. The issues raised and the implications for the Parks and Recreation Department's recreation programs and services are discussed further in appropriate sections of the Sub-Element.

"Awareness of and adaptation to prevailing demographic, social, and economic conditions are crucial in order to effectively address community needs on an ongoing basis."

Changing Distribution of Age Groups in Population

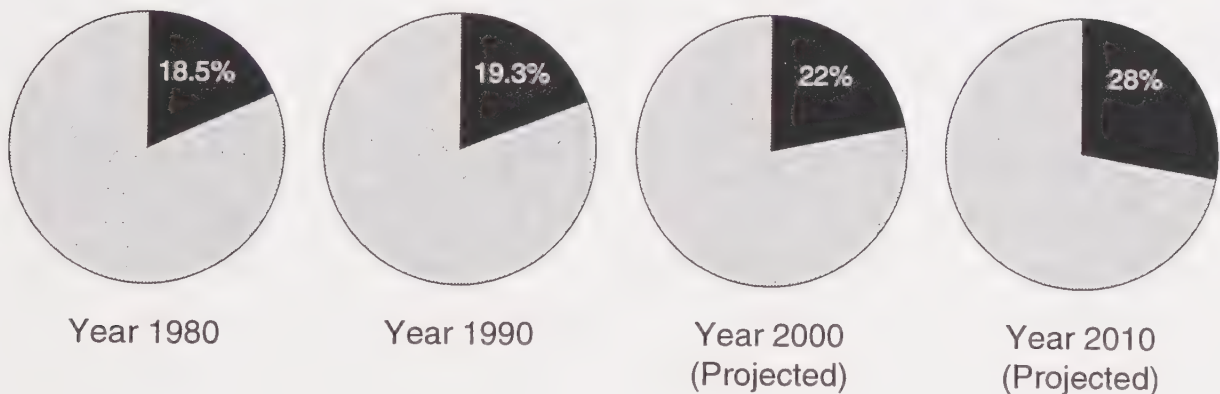
Shifting age distribution in Sunnyvale's population will significantly change the face of service planning and delivery in coming years. In 1990, **preschool children** (those 5 years and under) comprised **41%** of the population of youth 18 years and under, making them the largest youth age cohort. As this group passes through school age and into adolescence, there will be corresponding needs and markets for age-appropriate and developmentally-appropriate programming.

Older adults will continue through the 1990's to represent a growing proportion of the population. The percentage of adults over 55 years of age comprised **18.5%** of Sunnyvale's population in 1980, and increased to **19.3%** in 1990. While projections related to the older adult population are not available for the City, it is estimated based on Santa Clara County figures (and adjusted for the fact that Sunnyvale's proportion of older adults is approximately 3% higher than that of the County) that by 2000, this group will account for **22%**

of the population, and will continue to increase after that time to **28%** by 2010. The implications of this growth in the older adult population is considered in the parks and recreation literature to be of vital importance in the shaping of leisure services. It is clear that these services will need to meet the needs of increasing numbers of older adults, as well as to adapt programmatically to the shifting leisure-related values characteristic of the older adult population. (See **Figure 2.**)

FIGURE 2: OLDER ADULTS AS A GROWING PORTION OF THE POPULATION

■ Percentage of total population of Adults over 55



Increasing Ethnic Diversity

From 1980 to 1990, Sunnyvale's population became markedly more diverse in ethnic composition. The Asian population increased most dramatically, from **10.5%** to **19%** during that ten-year period; the African-American population increased from **2.5%** to **3.5%**; the Hispanic population increased from **10.9%** to **12.8%**. These increases have meant a corresponding decrease in the White population from **75%** to **64%**.

Ethnic diversity is even more pronounced in the City's youth population. For example, while the overall White population in 1990 was **64%**, the population of children under 18 years of age contained only **50%** White youth. (See **Figure 3.**)

FIGURE 3: ETHNICITY IN SUNNYVALE

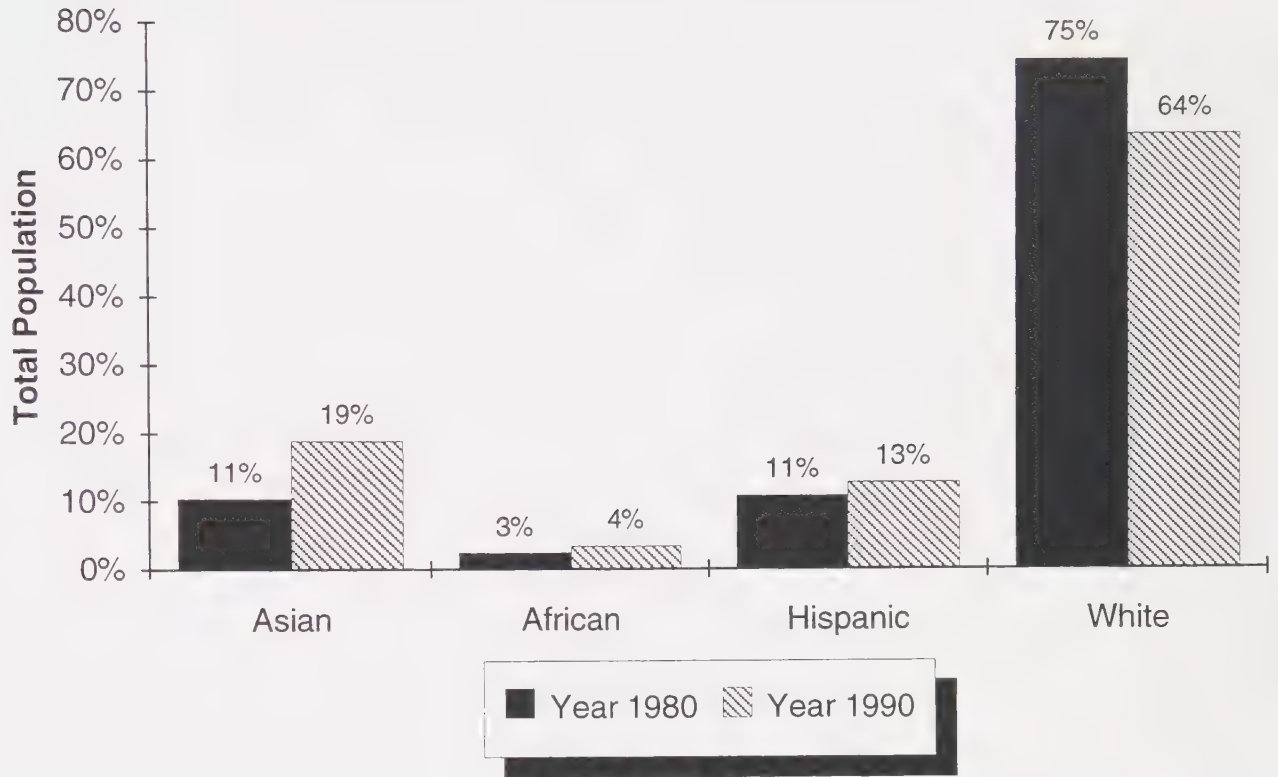
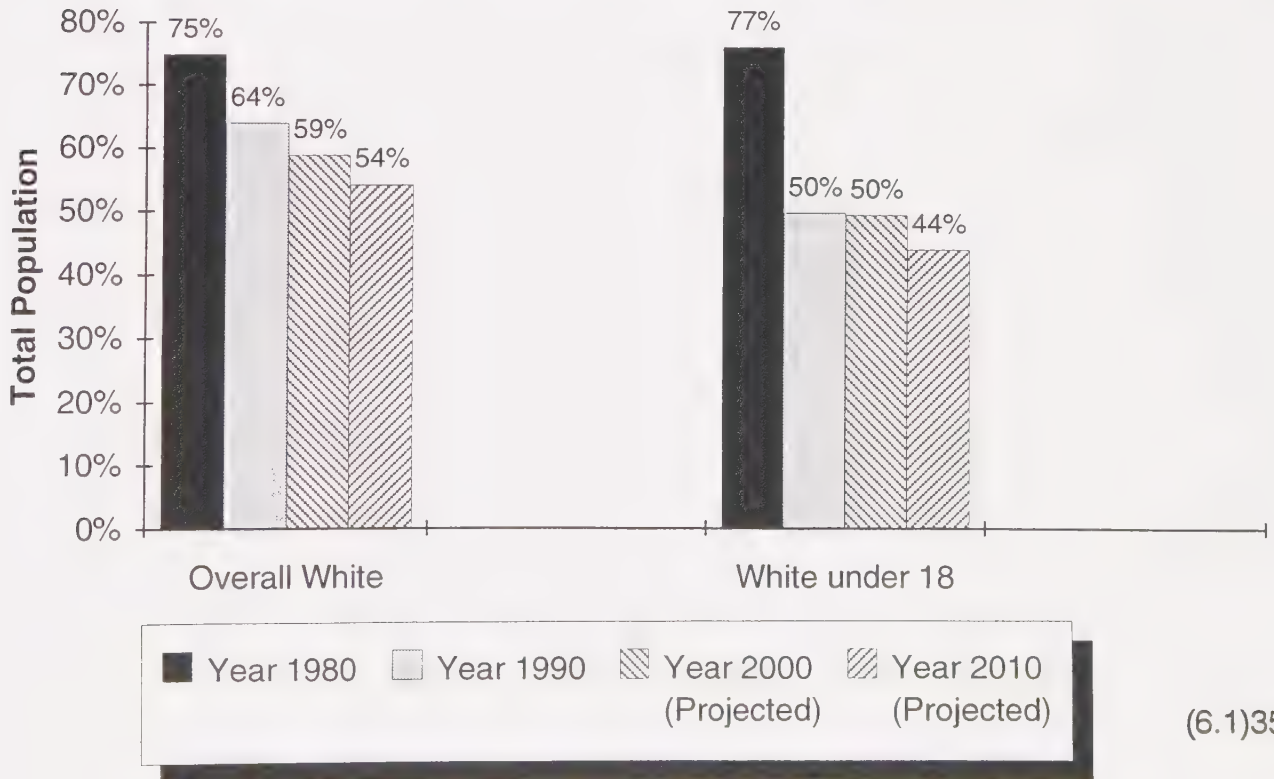


FIGURE 4: INCREASING ETHNIC DIVERSITY
Percent of Total Sunnyvale Population of White Ethnicity from 1980 - 2010



It is projected that ethnic diversity will continue to increase throughout the 1990's. Based on available County projections (and adjusted for the fact that Sunnyvale's White adult population is approximately 6% higher than that of the County, with the under-18 population being 7% higher), it is estimated that by the year 2000, the City's overall population will be composed of **58.9%** White persons, and by 2010, **54.3%**. Even more striking, the City's youth population can be expected to decrease to **49.7%** White youth in 2000, and **44.2%** in 2010.

To effectively serve a population of such increasing diversity will require sensitivity to language and cultural barriers to participation in programs and use of services. In 1990 alone, for example, it is estimated that **16.3%** of Spanish-speaking and **33.8%** of Asian language-speaking individuals were "linguistically isolated" -- that is, limited by their lack of English language ability. Such barriers will require focused efforts in the areas of needs assessment, development of programs, community outreach and marketing of programs, staffing, and staff training.

Challenges Confronting Youth

Children and teens in contemporary society confront circumstances and choices which have critical implications for their development and growth. Some youth may find themselves in environments characterized by poverty, inconsistent support systems, reduced supervision, and diminished options for positive recreation involvements. It has been demonstrated, for example, that significant numbers of youth spend up to **3 hours per day** unsupervised, and up to **40%** of their waking hours in discretionary, or non-structured, time.

Concurrently, exposure to violence (in the home, schools, and the media) is increasing, as are opportunities for involvement with gangs, substance use, and other high-risk behavior. The consequences to youth of these circumstances are negative at best and life-threatening at worst. Parks and recreation departments are important in reaching children and teens and in developing positive alternatives to many of the leisure-

"Parks and recreation departments are important in reaching children and teens and in developing positive alternatives to many of the leisure-related choices confronting young persons."

related choices confronting young persons. Such efforts can benefit not only youth, but the community as a whole.

Changing Family Structure

The past decade has brought dramatic changes in the structure of families. The variety of "familial" arrangements in contemporary society includes adults living with non-related adults, living alone, and/or living in blended families. Even in those families with children, variation in living arrangements is significant. In the 1990 census, for example, **22%** of households with children were living in a nontraditional familial arrangement (other than married couple). The largest portion of these were represented by single-parent homes; **19%** of Sunnyvale families with children were headed by one parent; of these, **80%** were women. Of those two-parent families with children, **66.4%** had both parents working. In the County the percent of households with children headed by a single parent is higher, with **21.7%**. Of these households, **68.6%** were headed by women. (See **Figure 5.**)

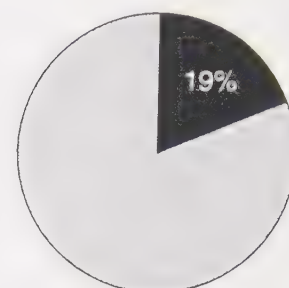
These trends indicate that the significant numbers of Sunnyvale "families" may face unique constraints in terms of their needs for recreation programs. Because of time-related and economic constraints, family recreation opportunities which are both low-cost and local will become increasingly important. Effective family oriented recreation programs must be developed so as to be sensitive to timing, scheduling, pricing, prevailing values, and family leisure pursuit needs.

Changing Economic Conditions

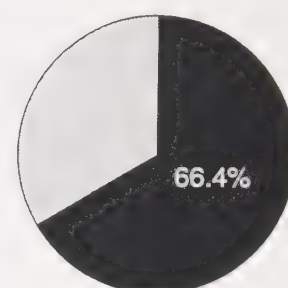
While average household income in both Sunnyvale and Santa Clara County has increased in absolute dollars between 1980 and 1990, it is significant that the growth rate, County-wide, slowed by nearly **66%** from 1985-1990, as compared with the period from 1980-1985. When adjusted for inflation, as well as for the economic recession in the early 1990's, the Association of Bay Area Governments estimates that "total personal income in the Bay Area has declined **5.4%** since 1990."

FIGURE 5:

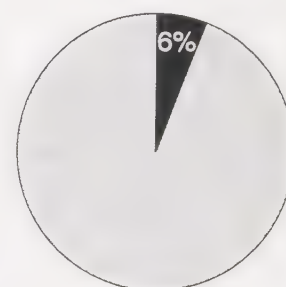
■ Changing Family Structure



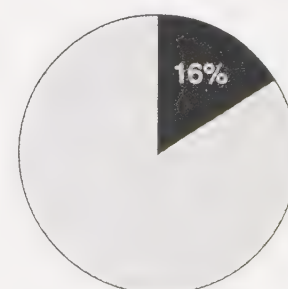
Percent of all households in Sunnyvale with children, headed by a single parent



Percent of Sunnyvale families where both male and female parent work



Percent of Sunnyvale's children living in poverty



Percent of Sunnyvale's children of single mothers, living in poverty

The reality of increased financial hardship and decreased disposable income has been apparent in Sunnyvale, both in the media and in feedback to Parks and Recreation Department staff from the community. Work force reductions, health care costs, child care costs, and other financial burdens have contributed to a greater awareness of the cost of recreation on the part of individuals and families, and have created a significant barrier to participation for some. It is clear that, as parks and recreation departments seek to effectively deliver services throughout the 1990's, marketing and pricing efforts will need to be sensitive to the cost and affordability of programs to the community, and to implement systems which will make programs accessible to persons who are economically disadvantaged.

Shifting Preferences in Leisure Pursuits

Demand has increased in recent years for recreation and leisure activities containing an element of physical risk and/or adventure, and involving specialized skills, technology, or equipment. However, a trend of equal strength has been observed in terms of increasingly simple, non-specialized leisure, especially that which occurs in parks or other natural settings. Research conducted by the Parks and Recreation Department indicates that fitness and health, social gatherings with family and friends, and appreciation of nature are those leisure pursuits which are most commonly reported and observed. These findings are supported by similar findings in a study of the outdoor leisure patterns of Californians.

Increasing Attention to Prevention, Health and Wellness

Contemporary society has become increasingly aware of the role of preventive health and fitness practices in the maintenance of optimal wellness, and has correspondingly come to value leisure as an important contributor to overall physical and psychological health. Research conducted in the process of updating this Sub-Element, as well as similar research conducted on state and national levels, finds that health and well-being are some of the primary benefits identified by users of parks, recreation programs and facilities, and other leisure services. Further, significant economic

benefits resulting from the adoption of wellness-related lifestyle changes have been demonstrated, especially in the areas of health care costs and work place productivity. These findings have implications for development, marketing, and delivery of leisure services and programs.

Shift in Public Focus from Development/Consumption to Maintenance/Preservation

There has been a societal shift from indiscriminate development and consumption of resources to the care and preservation of existing resources. Similarly, there has been increasing attention on the public's part to environmental impacts and issues. Research conducted by Sunnyvale Parks and Recreation staff, as well as research conducted in 1992 which surveyed Californians across the state, identified maintenance and care of facilities and infrastructure as significant concerns of the public, as were environmental considerations related to any new development of facilities or parks. These shifts have implications for the decision-making process related to both the development of new recreation facilities and the care/maintenance of current facilities. In addition, the awareness of demand and management of facility use become increasingly relevant.

Increasing Attention to Leisure and Quality of Life, with Related Valuing of Program Quality and Customer Service

Related to leisure's increasing alliance with health and wellness, a shift in perceived benefits of leisure has been identified in the literature. Quality leisure experiences are becoming perceived as increasingly important in the enhancement of overall quality of life. Correspondingly, consumers of leisure services are exercising greater selectivity regarding their choices, as well as placing a higher priority on the quality of those services. This increased valuing of leisure may indicate a need for increased attention to accurate assessment of needs and satisfaction, and increased concern with quality (versus quantity) of leisure services, including such concerns as level of expertise of instructors, and customer relations issues. The implications for marketing and pricing of services will also need to be explored.

"Quality leisure experiences are becoming perceived as increasingly important in the enhancement of overall quality of life."

Reduction in Fiscal Resources with Concurrent Demand to Address the Needs of Persons who are Underserved, Disadvantaged or with Disabilities

The reduction of public funds and resources for development and operation of leisure services is a reality confronting communities across the country. Concurrently, society is increasingly looking to parks and recreation departments to uphold the ideals of equal outreach and access to all segments of society, and to contribute actively and positively to the quality of life of all citizens, including those who are disadvantaged or disabled, and who have not traditionally been served by public parks and recreation departments. As the severity of social and economic need has increased for various segments of the population, so has the urgency of society's expectation that public agencies and departments should begin to effectively address that need.

"The realities of economics and resources mandate that parks and recreation departments must set priorities for those areas of greatest focus in the provision of service."

Simultaneously, however, the realities of economics and resources mandate that parks and recreation departments must set priorities for those areas of greatest focus in the provision of service. The challenge for recreation and leisure service providers, then, becomes to use appropriate marketing and entrepreneurial strategies to effectively and efficiently achieve their social/philosophical mission. Development of new and diversified strategies for collaborating with other human service providers and for increasing revenue where possible, while continuing to equitably provide services to the entire community, thus becomes crucial.

CUSTOMER SERVICE AND CITIZEN ACCESS

Introduction

At the core of the Parks and Recreation Department's overall mission and operating policies is a commitment to providing high quality service to the customers who use or participate in programs and services, as well as to creating channels for dialogue between customers and staff. The Department's approach to customer service is a reflection of the City-wide Commitment to Excellence, which emphasizes the provision of "meaningful service" in a respectful, efficient, and effective manner as a central and guiding priority.

While each Division, Unit, or Program within the Parks and Recreation Department has operating policies which are unique to its service activities and particular customer service issues, all Department customer service practices address effective customer outreach through assessment of customers' needs, satisfaction, and input regarding the planning and design of new programs and services; collection of and response to concerns and feedback; provision of easily accessible and understandable information; and efficient and effective administrative practices, such as class registration, facility rental, and payment of fees.

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Facilitation of Customer Involvement in the Planning Process through Assessment of Needs and Satisfaction

Assessment of the needs, preferences, and feedback of current and potential customers provides critical information which can guide decisions regarding program design, modification, and resource allocation. Similarly, evaluation of the satisfaction of current customers regarding their experiences can highlight areas of strength and potential growth and/or change for the Parks and Recreation Department. Timely assessments of needs and satisfaction have become especially important in recent years, as Sunnyvale's population has undergone significant changes in demographics (in terms of both age and ethnic composition), economic circumstances, family structure, and exposure to new trends and options for recreational pursuits.

The Parks and Recreation Department conducts a variety of assessments of customers' needs, satisfaction, and suggestions regarding recreation programs and services. Some of the instruments are aimed at the general community of customers, and some are designed specifically to target specific populations of concern. Assessments of need and satisfaction have included the following:

1. Satisfaction and suggestion surveys printed in the quarterly *Activities Guide*, and distributed at various City sites.
2. Evaluations distributed at recreation classes, programs, and special events.
3. Interviews and observations related to recreation activity taking place in local parks.
4. Focus group discussion sessions and written questionnaires conducted with the general public, as well as with specific populations (i.e. neighborhood associations, youth at risk, mobile home dwellers, older adults, junior high and high school students, parents of youth and young adults with disabilities, school personnel, and parents of school children).
5. Feedback sessions conducted by relevant staff with representatives from each of the adult and youth leagues, co-sponsored groups, and golf groups served by the Parks and Recreation Department. These sessions serve the dual purpose of allowing staff to clearly explain and discuss any changes in policies or practices, and allowing group representatives to discuss their feedback or concerns in person.
6. Customer feedback and comment forms, such as the City-wide "How Are We Doing?" brochure.

Citizens are invited regularly to participate in planning processes related to leisure services and facilities. The Council appointed Parks and Recreation Commission and Arts Commission, composed of City residents, serve as an advisory board for staff in the formulation and analysis of plans and policies. Further, citizens are invited to attend

Commission meetings and to provide feedback related to specific topics. Commission meetings are held in various locations throughout the City to facilitate their access to the community. Similarly, public meetings are conducted as part of the process of "master planning" local park sites, and citizens are invited to provide their perspectives and feedback at these meetings.

Systems for Receiving and Responding to Customer Concerns

The Parks and Recreation Department's approach to customer concerns is consistent with that of the City, in terms of providing easily accessible channels for the communication of concerns, as well as systems for timely and effective response. While some concerns emerge through the customer outreach efforts described above, the Parks and Recreation Department implements additional systems and practices to elicit customers' concerns and feedback, and is always seeking ways to improve upon the feedback process. Finally, any employees with regular contact with citizens are encouraged to be attentive to customers' voiced concerns and to report them to the appropriate source.

In addition to systems for receiving concerns, the Parks and Recreation Department has devised systems for ensuring that those concerns are addressed promptly and effectively. A "Warm File" system is implemented, whereby any concern coming to the attention of the Director is logged and assigned to appropriate staff for response. In addition, individual Divisions within the Department have developed their own monitoring systems for customer concerns. These systems track the nature of the concern, the staff person to whom the concern was assigned, response time, action taken, any written or verbal communication with the customer, and the customer's satisfaction with the Department's response. Especially notable for its customer concern tracking system is the Parks Division, which often fields concerns requiring immediate response.

Finally, the "Satisfaction Guaranteed" policy observed by the Parks and Recreation Department for many programs assures that any customer who has paid for a program or service, and

"In addition to systems for receiving concerns, the Parks and Recreation Department has devised systems for ensuring that those concerns are addressed promptly and effectively."

who is dissatisfied with that program or service, will be promptly registered in a more appropriate program, or if desired, will receive a full refund. In this way, the Department expresses its commitment to providing services which are of highest quality.

Outreach to Customers through Accessible Information

The need for accurate and easily available information for customers regarding programs, facilities, services, special events, and public meetings is addressed through a multifaceted approach to marketing and publicity. Information is currently communicated to the public through the following channels. Effectiveness of all these channels is continually evaluated and appropriate changes are made to best ensure information is accessible to the community. As the cultural diversity of the City continues to increase, it becomes even more critical to evaluate the effectiveness of existing communication channels in meeting language and cultural needs.

"As the cultural diversity of the City continues to increase, it becomes even more critical to evaluate the effectiveness of existing communication channels in meeting language and cultural needs."

1. The *Activities Guide*, published quarterly, is distributed to every household in the City. The *Guide* contains information on classes, programs, special events, and all co-sponsored groups.
2. Flyers targeting specific activities and/or populations are posted in appropriate locations within both City facilities and the broader community.
3. Phone lines at the Community Center are open beyond usual business hours and on Saturdays to facilitate easy access to information.
4. Recreation Program Coordinators are on-site during the first day of walk-in registration to provide information, explanation, and enrollment advice to customers.
5. Articles or information of general interest regarding Parks and Recreation are publicized through the City's Quarterly Report, also delivered to every household in the City.

6. The Parks and Recreation Department makes use of local and county-wide newspapers, and local radio stations, to inform the public of activities and meetings of interest.
7. Finally, Parks and Recreation Department staff regularly attend meetings of service clubs and other voluntary or special interest groups to present information on services, programs and activities.

Facilitation of Effective and Efficient Administrative Procedures

The Parks and Recreation Department is continually seeking ways to make its administrative procedures (class registration, facility reservation) efficient and convenient for customers. Recently, for example, the Community Center has improved its systems so that it now offers phone-in and credit card class registration. This system is also being developed for use at the Multi-Purpose Senior Center. Hours of operation are set to best meet the needs of the customers.

Maintenance of High Customer Service Standards

The reinforcement of high-quality customer service standards and practices is a critical part of employee recruitment, orientation and training, ongoing development, performance evaluation and recognition. Employee hiring seeks applicants who will be attentive and empathic to customers and will creatively solve problems. Orientation and training for both staff and volunteers involves introduction to Sunnyvale's Commitment to Excellence, which forms the philosophical base of the Parks and Recreation Department's customer service practices, and to Division-specific procedures regarding response to customer concerns.

Department staff are encouraged to continually review and update their customer service skills through participation in various City- and Department-sponsored training sessions related to safety, customer relations, and other concerns. The Leisure Services Section of the Department has established a Customer Action Service Team (CAST), an in-house task

force whose aim is to promote and improve sound customer service practices. Divisions within Leisure Services are encouraged to rotate staff through this team, so that each employee has the opportunity to contribute to and benefit from the customer service improvement process.

Finally, effective customer service is recognized within the Division, the Parks and Recreation Department, and City-wide. Staff recognition takes the form of informal thank-you notes, written commendation, acknowledgement in the Department's newsletter, the "Update", and recognition during the annual City-wide Employee Week. Volunteers are recognized regularly through special banquets, ceremonies, and other acknowledgements in their honor.

Through this recognition, the Parks and Recreation Department aims to reinforce the importance of quality customer service as a priority and an overall mission.

Summary

The Parks and Recreation Department plans to continue and expand its ongoing needs assessment and feedback systems in order to facilitate increasing awareness of and responsiveness to the needs of customers for programs, facilities, and services. In addition, the Parks and Recreation Department plans to continue its internal emphasis on customer service through staff recruitment and orientation processes, as well as through ongoing training, improvement, and recognition opportunities. Through these actions, the Department seeks to provide service which is more than simply programs or activities. Through its commitment to customer service, the Department seeks to communicate the message that each individual's satisfaction is vital to the attainment of the overall mission of highest quality service to all citizens.

PARTNERSHIPS

Introduction

Partnerships and collaborative agreements allow the Parks and Recreation Department to effectively and creatively expand its services and to address a wide range of community needs. Working partnerships have been developed over the years between the Parks and Recreation Department and local school districts, private industry, local service clubs, clubs and athletic leagues, local arts groups, social service agencies, and on county, state and national levels. In addition, the Parks and Recreation Department collaborates with other City Departments to coordinate services to the public effectively, maximizing staffing and utility resources, and effectively sharing financial responsibilities. Partnerships continue to become increasingly important in the development of programs and services for the community which are both more comprehensive and more cost-effective than those which could be provided using Parks and Recreation Department resources alone.

"Partnerships continue to become increasingly important in the development of programs and services for the community which are both more comprehensive and more cost-effective than those which could be provided using Parks and Recreation Department resources alone."

Partnerships with Schools

Collaborative agreements between the Parks and Recreation Department and local school districts have been critical in the Department's ability to provide both resources and programs for the community. These partnerships have represented pioneering efforts at combining both the resources and manpower of the City and school districts, in the interest of meeting critical community needs, especially those related to open space and facility resources, and to effectively address the complex and multiple needs of youth.

Historically, the City has worked cooperatively with local school districts to maximize the availability of open space and facilities for the community. As space and facilities have become increasingly limited over the years, such cooperative working agreements proved instrumental in the City's ability to offer adequate and well-maintained facilities and open space resources.

City/school district partnerships developed in part in response to economic and demographic changes in Sunnyvale. Due to a decrease in the population of children in Sunnyvale over the past 15 years, a number of schools had closed. In addition, deep cuts in California's education budget resulted in significantly decreased financial resources for those schools which remained open.

As a result of these changes, the City engaged in planning efforts with local school districts, and was able to establish a variety of ownership, leasing, and/or maintenance agreements with the Cupertino Union School District and Sunnyvale Elementary School District. In 1989, a more comprehensive agreement was established with the Cupertino Union School District and a consolidated and expanded agreement with the Sunnyvale School District was formulated in 1991. Through these agreements, the City has taken the lead in developing and/or maintaining open space adjacent to schools.

These unique partnerships received statewide attention when the City was honored with the Helen Putnam Award for Excellence in 1992. The award was given by the League of California Cities, in recognition of Sunnyvale's contribution to "Environmental Quality". While this award focused on the open space aspect of the City/school district collaboration, additional benefits to the community include increased availability and priority use of open space and facilities, thereby increasing program and activity opportunities.

Athletic fields maintained by the City are especially valuable, in light of the high participation of both youth and adults in baseball, soccer, football, and other field sports. In addition, the agreements facilitate effective use of education funds, relieving school districts of the financial burdens of maintaining open space facilities, and allowing funds to be dedicated to academic pursuits.

Collaborations between Parks and Recreation and local school districts in the provision of high quality recreation programs for youth represent another strong partnership which addresses critical human needs. Constructive recreational involvements are instrumental in addressing youth's needs for structure, supervision, role modelling,

"The agreements facilitate effective use of education funds, relieving school districts of the financial burdens of maintaining open space facilities, and allowing funds to be dedicated to academic pursuits."

community involvement, socialization, education, and self-esteem.

School sites provide a crucial programming resource which effectively addresses a number of the barriers to participation in constructive recreation activities often experienced by youth. Because of their familiarity, convenience, and accessibility to students, schools provide a rich opportunity to reach youth who might otherwise be prevented from participation because of transportation or lack of trust and/or comfort level. Collaboration with school staff allows for communication and planning efforts with those individuals who may know, and spend the most time with, children and teens. Finally, use of school-based resources allows for expanded program offerings in the areas of athletics, arts, and education.

In the interest of enhancing and strengthening recreation opportunities during school and after-school hours, Parks and Recreation Department staff collaborate regularly and are actively involved with planning and implementing programs at elementary, junior high, and senior high schools which address needs identified by students, parents and school staff. Program offerings have included such activities as intramural sports, music, and special trips. In addition, Cultural Arts staff offer arts-focused enrichment programs. These programs are considered especially valuable in light of budget cuts which have eliminated arts instruction from many school curricula.

Such direct involvement in school-based recreation programming is enhanced by Department participation in a variety of County-wide school based outreach and programming efforts, including task forces and special events. Through these various City/school district collaborations, coordination among various service providers is improved, thus facilitating increasingly comprehensive and effective services to this vulnerable group within the population.

Enhanced collaborative working relationships with schools will become increasingly critical as open space and facility resources continue to diminish, as economic constraints become more pressing, and as the needs of youth and families become increasingly complex and urgent. Such

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conditions do not support fragmented delivery of services, suggesting instead the need for comprehensive and coordinated efforts which maximize resources. Due to the central role of both leisure services and schools in the lives of children, families, and the community, creative partnerships between leisure service providers and school districts can serve to facilitate full use of these rich opportunities to positively impact the quality of life of Sunnyvale's citizens.

Partnerships with Private Industry

Partnerships and collaborations with private industry are another way in which the Parks and Recreation Department seeks to maximize resources, community involvement, and service delivery potential. While such partnerships have historically been somewhat limited, they have been identified as a potentially effective means to provide cost-effective and high quality services, especially in the area of major or special events. Development of such partnerships has become a priority of the Parks and Recreation Department, as indicated by the establishment of the Marketing and Special Events Unit in 1991.

In November, 1992, the Parks and Recreation Department presented to the City Council a plan to increase resources, community involvement and cost-effectiveness related to the planning and implementation of special events through private industry involvement. The plan emphasized a more flexible or variable role for the City in such events, including sponsorship, co-sponsorship, facilitator, and/or regional participation.

One such partnership involves the City of Sunnyvale and the San Francisco Giants in the "Sunnyvale Day at the Giants" special event. Through this partnership, Sunnyvale residents are offered discounted blocks of seats at the Giants' "Fan Appreciation Day". The Parks and Recreation Department is looking to expand this partnership by identifying organizations desiring to act as sponsors or coordinators for future excursions.

Another example of a City/private industry partnership currently being explored is a collaboration with the Sunnyvale

Town Center Mall in the funding, staffing, and implementation of the annual Spring Eggstravaganza and Halloween Harvest Carnival events. It is believed that this partnership will yield benefits to Sunnyvale citizens, to the Mall, and to the City, in terms of improved publicity, increased event resources and staffing, and shared financial burden. This partnership is being implemented for a trial period in the Fiscal Year 1993/94 Special Event planning cycle, and will be evaluated both on an ongoing basis and at the end of that planning cycle.

Another exciting partnership has been developed between the Special Programs and Populations Division and the Hewlett Packard Company in the development and implementation of computer-assisted art classes for teens and young adults with developmental disabilities. A Sunnyvale volunteer designed the software, and has authorized the City of Sunnyvale use of his program. Hewlett Packard supplies the computers and the classroom, and the City provides publicity, administrative services, and staff support. Through this type of collaboration, the students are exposed to creative recreational experiences to which they would not otherwise have access. Students report that the class and the instruction are valuable to them in terms of skills, self-esteem and socialization.

Highly impressed with the innovative nature of the computer art work produced by students, the Jack-in-the-Box Corporation has asked to display the works in their Sunnyvale restaurant, and a sampling of the works were also displayed on the tray liners in all of the restaurants throughout Santa Clara County.

Further partnerships have been established between Safeway grocery stores, Lyons Restaurant, and the Multi-Purpose Senior Center. Safeway generously donates pastries and coffee on a daily basis to the Senior Center Lounge. Similarly, Lyon's Restaurant provided discounted luncheons to attendees at the Older Americans' Month celebration, and has contributed to the coffee supply at the Senior Center Lounge.

Private industry has also contributed funds to the construction of Sunnyvale Baylands Park. Donations have included monies

from ESL, Inc. and Lockheed Missiles and Space Company, totalling \$90,000.

In addition to the above partnerships, Sunnyvale has worked cooperatively with its private sector in maximizing recreation and leisure opportunities for employees. While some large companies provide extensive recreation facilities and activities for their employees, the majority have neither the resources nor the space to do so. The Parks and Recreation Department is attentive to providing programs and facilities which effectively address the needs and schedules of employees. In addition, the City has provided athletic field facilities for the numerous athletic leagues based in the corporate sector.

Further, while liability issues generally prohibit use of local private industry facilities by the public, successful short-term collaborations have been established. In Fiscal Year 1990/1991, for example, the City entered a joint agreement with the Westinghouse Corporation which allowed the City use of Westinghouse's recreation facilities during the renovation of the Community Center complex. The City will continue to explore such opportunities for the expansion of facility resources through joint maintenance and/or use agreements, as appropriate, in future years. Such agreements will serve to benefit the public as well as the businesses and employees involved.

Finally, the City and the Parks and Recreation Department have collaborated with the private sector in the provision of resources, data, and information addressing a variety of concerns, including open space and trail development. In turn, representatives from the corporate sector have provided their feedback and suggestions at various Department-sponsored focus groups, as well as serving on the Recreation Sub-Element Steering Committee. It is the intention of the Parks and Recreation Department to continue to explore creative partnerships with the private sector, with the aim of expanding and enhancing services to the community.

Co-Sponsorship and Outside Group Funding Partnerships

Numerous co-sponsorship and funding agreements between the City and various recreation and special interest groups have provided a wide range of recreation opportunities to the Sunnyvale community. These partnerships were first established by the City Council through the Human Services and Outside Groups Funding Policies in 1981, with the aim of providing critical services to the community in the most cost-effective manner. A Co-sponsorship policy was first adopted in 1984. While initially developed with social and human service agencies in mind, the policies expanded over the years to include partnerships with recreation and special interest groups which could increase and enhance the opportunities available to the community.

Funding and co-sponsorship agreements are established based on such criteria as the group's alignment with the goals and policies established in the Recreation and Cultural Arts Sub-Elements, the population served, the percentage of Sunnyvale residents served, and the capacity to generate or provide additional funds or support. These groups provide recreation opportunities for individuals from school-age to older adult. They encompass leisure interests including baseball, soccer, badminton, martial arts, football, gymnastics, swimming, tennis, lawn bowling, dance, music and singing, dramatic arts, photography and visual arts, history and museum arts, gardening, and stamp collecting. It is estimated that over 200,000 hours of programs and activities were provided by co-sponsored groups during Fiscal Year 1992/1993.

"It is estimated that over 200,000 hours of programs and activities were provided by co-sponsored groups during Fiscal Year 1992/ 1993."

Since 1981, the number and nature of partnerships between the City and Co-sponsored Groups have greatly increased, with corresponding refinements in qualifying criteria and operating policies. In 1992 the Outside Groups Funding and Co-sponsorship policies were reviewed within the context of the newly-established Community Recreation Fund. In 1992/1993 the Fund became responsible for the funding, staffing, and facility rental costs associated with agreements under policies for recreation and special interest groups. This transfer of financial responsibility for funded and co-sponsored groups to the Community Recreation Fund in 1992 has resulted in a more accurate accounting of the costs of these

programs, and some revisions in systems for decision-making around funding or co-sponsorship support.

Through the review of funding and co-sponsorship agreements, it was observed that Special Groups Recreation, the program within the Community Recreation Fund covering outside group funding and co-sponsorships, represented 6.3% of the budgeted expenditures within the Fund for Fiscal Year 1992/1993, an amount which is not recouped through revenues within that program. Upon closer study, it was estimated that 28% of the expenditures in the Special Groups Recreation fund are used for "Direct Funding" to outside and co-sponsored groups, and 72% are used for "In-kind Support", including staff support, printing costs, and especially facility rental and maintenance.

As a result of these findings the City Council modified these policies. This altered the process of determining direct and in-kind support for groups to more accurately reflect the true dollar value of the support provided, and to evaluate this dollar value in the context of such other factors as the cost per participant (and per Sunnyvale resident) of providing the service or program, the capability of the group to generate revenue, and the relative value of the facilities used in terms of high public demand.

These new criteria have resulted in some modifications in partnership agreements for some groups, including the loss of automatic per-participant stipends and the charging of some fees for use of high-demand facilities at prime hours. These amendments encourage funded and co-sponsored organizations to become more self-sufficient, and place the City in the role of a "facilitator", rather than a direct provider of funds. The changes have resulted in a significant decrease in the number of groups receiving direct funding. It is the general sentiment of the groups, however, that the in-kind support provided by the City is invaluable to the overall success and ability of groups to function within Sunnyvale.

Depending on their level of co-sponsorship (based on percentage of Sunnyvale residents served), groups receive a combination of supports and services from the City, including advertising in the quarterly *Activities Guide*; printing and distribution of flyers and posters; occasional staff assistance;

"It is the general sentiment of the groups, however, that the in-kind support provided by the City is invaluable to the overall success and ability of groups to function within Sunnyvale."

priority use of City facilities; and maintenance/upkeep services for facilities used. The Department plans to continue its review of co-sponsorship policies and benefits, and to recommend further amendments, as appropriate.

The funded and co-sponsored groups provide their own leadership, program design and implementation. In exchange for the support received from the City, they provide extensive and high-quality recreation opportunities at relatively low cost to the participant. The majority of the activities and programs implemented by funded and co-sponsored groups occur through the efforts of literally hundreds of dedicated volunteers, including adult coordinators, coaches and teachers, as well as parents, board members and others. In addition, these groups are often the ones which provide many hours of needed volunteer support at City special events.

Although many of the groups charge a fee for participation, membership is not denied for lack of ability to pay. Many groups will waive fees for economically disadvantaged persons. In addition, those wishing to participate can qualify through the Fee Waiver program, funded through the Community Recreation Fund.

Through attention to both community need and sound financial practice, it is the intention of the City and the Parks and Recreation Department to continue to provide a wide range of high-quality recreation options to the community through partnerships with funded and co-sponsored groups.

Partnerships with Human Service Agencies and Organizations

As parks and recreation departments throughout the country meet the challenge of programming for individuals and groups with increasingly complex needs, partnerships with human service agencies have proved an effective way to increase those services provided within the scope of leisure-related programs and activities, and thus to make a stronger contribution to the health and well-being of the community. Such partnerships have enabled the City to successfully address some of the economic, health-related and social/

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psychological needs of citizens which may be related to overall well-being and quality of life.

In partnership with Sunnyvale Community Services, which provides administrative support, the Parks and Recreation Department offers a Fee Waiver program to individuals and families of low income. Fee waivers are provided at a set dollar amount, and are useable for any combination of programs and services chosen by the individual. The waived fees are absorbed by the Community Recreation Fund.

"The use of fee waivers for Parks and Recreation programs and activities has increased dramatically in recent years."

The use of fee waivers for Parks and Recreation programs and activities has increased dramatically in recent years. From Fiscal Year 1990/1991 to 1991/1992, for example, the number of individuals using fee waivers increased by **300%**. Further, during the first half of Fiscal Year 1992/1993 alone, use increased by **74%** over the whole of Fiscal Year 1991/1992. For 1992/1993 this meant fees were waived for 685 individuals in 2,131 instances. Several factors are believed to contribute to this significant increase, including the recent economic recession, and the increased use of Sunnyvale Community Services overall, resulting in increased public awareness of fee waiver availability. This partnership provides access to recreation programs to individuals who might be otherwise prevented from participation. The Parks and Recreation Department is now exploring other ways of administering the Fee Waiver Program to address more effectively the financial needs of those individuals participating in programs or activities.

In addition to the Fee Waiver program, the City engages in other creative partnerships which facilitate a more comprehensive approach to the quality of life of the community. Some of these partnerships focus on services to older adults, a high-need segment of the population which increases yearly. "Co-located" agencies, housed at the Multi-Purpose Senior Center, receive rent-free space in exchange for services to older adults in both the Senior Center and the community at large. Through this arrangement, older adults have readily-available access to services related to health insurance, transportation, housing, and employment.

Other human service agencies receive funding from the City through its Outside Group Funding program. These include

agencies providing food and nutrition programs, legal assistance, ombudsman service related to skilled nursing facilities, day care for frail older adults, and caregiver support groups. Some of these services are offered on-site at the Multi-Purpose Senior Center, as part of their funding agreement.

Inter-Departmental Partnerships

High-quality leisure services have the potential to impact a wide range of quality-of-life concerns for individuals, families, and society. Because of the relationship of leisure services to such concerns as health, employment training, crime prevention, environmental preservation, and economic development, strong inter-departmental partnerships become increasingly important as the City seeks to provide integrated, comprehensive services within the context of shared service delivery goals.

Working collaborations among City departments enhance the quality, efficiency and effectiveness of services to the community. The Parks and Recreation Department regularly coordinates with other departments through the City's planning and policy-setting process in which overall City priorities are established. Of particular note, however, are some additional collaborations related to distinct projects or programs which have been developed. For example, the Office of the City Manager has conducted the State of the City address and celebration in conjunction with Parks and Recreation Department events and activities.

Among the most critical inter-departmental partnerships are those which seek to address the complex and multiple needs of youth and families. The Parks and Recreation Department has actively collaborated with the Office of the City Manager, the Department of Public Safety, and the Employment Development Department in an effort to plan and implement coordinated and effective outreach and programs for youth. These efforts have included the establishment of volunteer opportunities, employment opportunities, and diversional/educational programs. Currently, the Summer Youth Employment Program, a collaborative effort involving Parks and Recreation and Employment Development, provides

supervised employment opportunities for youth in a variety of park and activity settings. Expanded collaborative partnerships are being explored which will more effectively reach and involve youth in constructive, positive activities, and which will enable the youth employment program to continue during the school year.

Through effective inter-departmental partnerships, the Parks and Recreation Department will continue to seek out opportunities to enhance its effectiveness through coordinated efforts related to the complex and multiple needs of the community.

County-Wide, State, and National Partnerships

"The Parks and Recreation Department has established a variety of networks and partnerships on County and State levels which serve to maximize resources and enhance services through coordinated program delivery efforts."

The Parks and Recreation Department has established a variety of networks and partnerships on County and State levels which serve to maximize resources and enhance services through coordinated program delivery efforts. A significant partnership has been established among the City, Santa Clara County, and the State of California in the planning and development of Sunnyvale Baylands Park. Under an agreement the City and the County share the capital improvement costs and the City is responsible for maintenance and operation. The park is largely maintained as a more "passive" recreation area, and is truly unique in offering outdoor educational and aesthetic experiences to the community.

Further partnerships with government-funded agencies exist in the implementation of arts events, particularly Hands on the Arts, a yearly children's art festival which traditionally draws over 15,000 attendees. The City receives financial support, as well as media exposure and marketing services from the Arts Council of Santa Clara County and the Music and Arts Foundation of Santa Clara County for this highly successful event.

The Parks and Recreation Department has become involved with a number of County-wide efforts to address the needs of youth in risk environments. Some of these efforts take the form of "roundtable" discussion groups (i.e., the Santa Clara County Gang Prevention Brownbag, and the Santa Clara

County Youth at Risk Task Force). Others consist of coordinated, County-wide programming efforts (i.e., "Friday Night Live", a series of activities, workshops and youth conferences aimed at encouraging alcohol and drug-free attitudes, practices, and social networks; participating cities take on rotating responsibility for conducting the events). Further, the Parks and Recreation Department is actively involved on the school district level in educational and planning efforts related to multicultural issues in the educational system. These partnerships, which facilitate more coordinated and effective youth services, are a significant area of focus within the Department.

Finally, the Parks and Recreation Department maintains active involvement in the California Parks and Recreation Society, the National Recreation and Parks Association, and the American Academy of Park and Recreation Administration. Staff in the Department have published articles in professional journals, presented at conferences, and have hosted conferences and workshops on-site. These involvements facilitate continuing education and professional development for staff, as well as providing opportunities for valuable professional exposure in terms of accomplishments and strengths.

Community Partnerships through Volunteerism

The "partnership" between the Parks and Recreation Department and community volunteers, while often not formal or contractual, is an integral and crucial aspect of the total Department service delivery system. Volunteers donate thousands of hours per year in the implementation of special events, program activities, and special services. In Fiscal Year 1992/1993, for example, volunteers provided over 18,000 hours of service at special events. These individuals effectively assist the Parks and Recreation Department in maintaining the highest quality of service while minimizing cost.

Volunteer support for special events has been steadily increasing in recent years. This support comes from local service clubs, numerous funded and co-sponsored clubs and groups, and individuals. One service club, the Sunnyvale

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Sunrise Rotary Club, sponsors a yearly Park-to-Park Fitness Walk for the Sunnyvale community, whose proceeds benefit youth programs.

The Multi-Purpose Senior Center emphasizes volunteerism in its program philosophy and offerings, and relies heavily on the use of volunteers to fulfill administrative duties. Further, volunteers with a variety of professional backgrounds provide services to the Senior Center membership which expand the scope and effectiveness of services. These include individualized health screening sessions provided by volunteer nurses, health insurance counseling provided by the Health Insurance Counseling and Advocacy Program (a volunteer arm of the California Department on Aging), and tax assistance provided by the American Association of Retired Persons.

Cultural Arts programs rely heavily on a devoted group of volunteers to staff the Creative Arts Gallery and to provide administrative support to program staff. Volunteers are trained and serve as docents in the gallery, providing quality educational experiences for children as well as general information for visitors. In addition, programs for persons with disabilities rely on volunteers to assist with general implementation tasks, and to provide the kind of individualized support and assistance to participants which can greatly increase the benefit derived from the programs.

Finally, through the Summer Youth Opportunity Program, as well as through year-round opportunities, teenagers volunteer as aides in a variety of recreation programs, including swimming, gymnastics, summer camps and programs, and arts classes. In the summer of 1992, for example, over 100 teenagers served as volunteers in Parks and Recreation Department programs and classes. Such experiences have clear benefit to teens in terms of work experience and training, and the opportunity to be positively and constructively involved in their community. Benefits to the program participants, in terms of increased one-on-one attention and support, are equally positive.

Summary

Partnerships and collaborative working relationships have enabled the Parks and Recreation Department to significantly enhance the quantity and quality of its services to the community, and to enhance coordinated efforts aimed at addressing broad health-related, social, and environmental concerns. The Department plans to continue to seek out, develop, and expand partnerships in coming years. Through creative sharing of financial, operational, and service delivery responsibilities, the Parks and Recreation Department will be able to have an increasingly positive impact on the lives of citizens.

COMMUNITY RECREATION FUND

Introduction

The challenge of delivering effective services to a diverse community with multiple needs, within a context of diminishing resources, has become a primary focus of the Parks and Recreation Department in recent years. Needs assessment, marketing, and strategic financing activities have become, and will continue to be, critical to the design and implementation of recreation programs and services.

"There has been increasing pressure to expand and improve services, and to provide equal access to services for all citizens, while simultaneously decreasing reliance upon taxpayer funds for support."

Departments across the country have needed to respond to substantial reductions in resources at both state and local government levels. There has been increasing pressure to expand and improve services, and to provide equal access to services for all citizens, while simultaneously decreasing reliance upon taxpayer funds for support. Within the past decade, communities throughout California have experienced a significant shifting of resources away from local government, and toward the State. In Sunnyvale, these shifts have resulted in a decrease in State funding to Sunnyvale's General Fund by an amount equal to 12% of the General Fund.

The factors contributing to this loss -- diversion of property tax revenue away from city government, loss of sales tax revenue due to recession, and California's severe financial deficit -- are unlikely to be quickly resolved or changed. Efficiency, cost-effectiveness, and appropriate targeting of programs and services have thus become critical priorities in planning efforts in all City departments. For the Parks and Recreation Department, these priorities have resulted in significant reorganizations, focused upon maximizing the financial self-sufficiency of recreation programs and services. It is clear that, in order to continue to make high-quality contributions to the quality of life and well-being of the Sunnyvale community, Parks and Recreation Department programs and services need to become less vulnerable to budget reductions at local and state levels.

Community Recreation Fund

In 1991 and 1992, the Parks and Recreation Department implemented significant reorganization in structure and operations. This reorganization served to reflect new administrative and program priorities. At the core of the reorganization was the development and implementation of the Community Recreation Fund, an accounting system designed to more accurately track financial resources utilized in the delivery of recreation programs and services. The Community Recreation Fund is structured on the model of an "Enterprise Fund". This model defines recreation programs and services as "freestanding business activities of the City, generally not supported through the use of taxpayer dollars." The principles guiding the Enterprise Fund model include the following:

1. Programs and services provided are those in which consumers exercise choice in terms of use or participation and must, therefore, perceive potential value or benefits which equal or outweigh cost.
2. The costs of providing programs and services are covered by fees paid by those who use them directly (as opposed to general taxpayer support), in direct proportion to the quantity of use or participation. While this general principle is at the core of the Community Recreation Fund, a variety of systems are in place to assure availability of programs and services to those unable to pay for them.
3. Decisions regarding programs and services are based upon (among other factors) revenue generating potential, and all costs related to their implementation, including staffing, facilities, administration and indirect costs.

The Community Recreation Fund functions as a valuable accounting and resource allocation tool. It allows tracking of services through a separate system which records all transactions, including revenues and expenses, assets and liabilities. These data can be used as part of the decision-making process related to continuation and/or allocation of resources to a given program or service. The Fund facilitates

staff's consideration of cost-effectiveness, efficiency, and revenue generation in their planning and implementation of programs. Program revenues become valuable resources which may be utilized for capital improvements or for the expansion of Department programs and services.

Until 1991, only the budgets for the Sunnyvale Municipal and Sunken Gardens Golf Courses and for the Sunnyvale Tennis Center were organized as separate enterprise funds and maintained self-sufficient operations, requiring no General Fund subsidy. Other leisure service programs, however, required significant General Fund subsidy, approximately 70%, with some revenue generated through fees and charges.

With the establishment of the Community Recreation Fund, expenditures and revenues from all Leisure Services program offerings and administrative activities were combined into an enterprise fund accounting system, with the corresponding expectation that Leisure Services would become increasingly self-supporting with improved attention to marketing, pricing, and customer service concerns. Thus, the Fund would contain sports programs, aquatics, golf, tennis, youth programs, arts programs, special events, programs for older adults, and programs for individuals with disabilities, as well as marketing activities, guest services, and facility rentals.

Success of the Community Recreation Fund

In creating the Community Recreation Fund, the City made a commitment to preserving and enhancing its recreation and leisure program and service offerings, believing them to be essential to overall quality of life, and to have a strong preventive effect regarding such issues as workplace stress, health, and youth concerns.

In the initial plan, the Community Recreation Fund received a subsidy from the General Fund (to cover clearly non-revenue generating, human service oriented programs such as Senior Nutrition, and some special populations and youth programs) at a constant rate of \$3 million per year, an amount which would not increase in response to inflationary and/or program expansion factors. It was estimated initially that the

implementation of the Fund would save \$4 million in General Fund subsidy over the ten-year planning period.

The first year of Community Recreation Fund operation generated an additional \$3.4 million over the ten-year period in General Fund savings, reducing the projected General Fund subsidy to 27.6% over the ten-year period. Due to the success of the Fund in generating revenue, however, as well to the reduction in expenditures related to the cancellation of the Historical Museum, Performing Arts Theatre, Fair Oaks Park renovation, and additional Indoor Sports Center projects in January 1992, the City modified its subsidy in the Fiscal Year 1992/1993 ten-year budget projection. The most recent ten-year plan projects a further reduction of General Fund subsidy by an additional \$20 million, representing a General Fund subsidy of only 12.6% over the ten-year planning period.

The success of the Community Recreation Fund, and related marketing and programming efforts, have thus exceeded initial expectations. A distinguishing characteristic is that the Fund accounts completely for all program costs, even such indirect costs as legal services, employee benefits, information management services, finance services, and human resource services provided by the City. Such indirect costs are often not included in enterprise fund accounting systems. The Parks and Recreation Department plans to continue to implement the Community Recreation Fund at the highest level of effectiveness, to assure its continued success.

Needs Assessment and Marketing Activities within the Community Recreation Fund

The establishment of the Community Recreation Fund was accompanied by various shifts of emphasis in Parks and Recreation Department activities. In order to move effectively toward greater self-sufficiency, maximizing revenues while continuing to provide service to a diverse community, needs assessment and marketing activities have become even more critical as Department tasks. Examples of needs assessment and marketing activities include:

"In order to move effectively toward greater self-sufficiency, maximizing revenues while continuing to provide service to a diverse community, needs assessment and marketing activities have become even more critical as Department tasks."

Continual assessment of needs and preferences regarding programs and services, with appropriate program and customer service modifications. These assessments are conducted both informally and formally in terms of questionnaires, surveys, focus groups, customer concern phone calls, and citizen meetings. Staff are alert to the needs of current customers as well as the development of potential new markets for programs and services. The continuation of such needs assessment activities, as well as the development of improved systems for tracking the needs of the community, are activities of high priority in the Parks and Recreation Department's future planning process.

Regular evaluation of the perceived benefits derived from programs and services, and of the effectiveness of programs and services in providing those benefits. These evaluations are, and will continue to be, conducted regularly by all program staff in the Parks and Recreation Department.

Identification of existing and new markets for programs and services, accompanied by design and implementation of effective promotion and outreach strategies. These activities will be crucial priorities for the Parks and Recreation Department's Marketing Unit.

Pricing Activities within the Community Recreation Fund

The adoption of the Community Recreation Fund has meant increasing attention to the pricing of those leisure programs and services for which the customer is charged a use or participation fee. The City Council determines some of the fees, including fees for facility and equipment rental. However, the Parks and Recreation Department determines fees for classes, programs, special events and theatre admission based on guidelines and policies set by City Council.

The principles and practices guiding the Parks and Recreation Department's decisions regarding pricing of these services and programs involve close attention to the perceived value of services provided in relationship to their cost, as well as to maximizing program self-sufficiency through effective revenue generation. These principles and practices regarding those

programs and services which charge a fee include the following:

Establishment of fee structures which are both fair and competitive with those in both Sunnyvale and surrounding cities, in both public and private sectors. Marketing and program staff regularly survey both customers and other cities for information regarding fees for programs, activities and facilities. Simultaneously, staff take steps to remain aware of and responsive to the needs of persons who are economically disadvantaged, and to provide appropriate fee alternatives for them when possible.

In addition, staff are continually vigilant to the demand placed upon Sunnyvale's recreation programs and services by non-Sunnyvale residents. Staff exercise care in considering the benefits of non-resident participation in terms of program viability, while assuring access, to the extent possible, to residents. The Department also considers the needs of the employees of Sunnyvale's businesses, as well as of other specific groups of non-residents, in programming decisions. Such planning activities around fee structures will continue to be essential to the functioning of the Parks and Recreation Department.

Establishment of fee structures which will maximize use of available facilities. Peak hour and non-peak hour fees have been established, and apply to City-sponsored clubs and teams as well as to private rentals. This pricing method charges higher rates during peak demand hours and discounts fees during the off peak periods when capacity is available.

In addition to increasing the revenue-generating potential of programs and services, the Parks and Recreation Department is also committed to maximizing access to its programs for all citizens, including those who are economically disadvantaged. The following policies and practices have been developed to facilitate this access:

Provision of facilities and related recreation opportunities which are free of charge. The Parks and Recreation Department, chiefly through its Parks Division, Special Events Unit, and Multi-Purpose Senior

Center, offers a range of such facilities and opportunities. These include neighborhood parks and open space, tennis courts, basketball courts, non-reservable picnic areas, seasonal and holiday-related special events, and some lectures and classes for older adults.

Establishment of fee structures which allow individuals and families who are economically disadvantaged to participate in programs. In cooperation with Sunnyvale Community Services Agency, the Parks and Recreation Department implements a Fee Waiver program, in which persons falling below identified income levels are eligible for partial or full waivers of fees, usable for any program or service which they choose.

Use of fee waivers by economically disadvantaged individuals has more than tripled in recent years. These waived fees are absorbed by the Community Recreation Fund. The Parks and Recreation Department will continue to evaluate the procedures for and use of fee waivers in the delivery of services to economically disadvantaged persons, and make appropriate adjustments.

In addition, the Department has experimented with various discount policies for family members (for example, in summer camp registrations for multiple children within one family) as well as for multiple use of such facilities as swimming pools and the Indoor Sports Center.

Entrepreneurial and/or collaborative strategies to maximize resources while minimizing cost. The Parks and Recreation Department has explored collaborative agreements with local businesses and corporations, especially in the implementation of special events. The aim of these agreements is to reduce the costs to the Department of providing these events through donated space, advertising, and the like. The Parks and Recreation Department is also exploring a variety of other funding strategies and partnerships with the business and nonprofit sector.

In addition, collaborative relationships have included partnerships between the Parks and Recreation Department and local school districts in the joint development and maintenance of recreation facilities, as well as in the provision of low-cost after-school sports and arts enrichment programs for youth. Further, the Parks and Recreation Department provides space, facilities and publicity support for a number of sports leagues and special interest clubs for youth and adults in the Sunnyvale community through its co-sponsorship program, resulting in lower participation fees for the individual in the league or club.

"Activities in future years are expected to focus on continued identification of the needs of new and existing markets, expanded collaborative agreements with private and public sectors, and continued exploration of creative ways to provide service for individuals who are economically disadvantaged."

Summary

The Parks and Recreation Department plans to continue to provide services and programs which are of highest quality, responsive to the needs of the community, and maximally accessible to citizens, within the context of the Community Recreation Fund. Activities in future years are expected to focus on continued identification of the needs of new and existing markets, expanded collaborative agreements with private and public sectors, and continued exploration of creative ways to provide service for individuals who are economically disadvantaged.

As the emphasis on needs assessment and analysis of demand continues, the data collected will assist in identifying program areas which are not viable for the Department, or which might best be served by outside entities. While it is expected that the Fund will continue to receive General Fund subsidy in order to address the needs of identified groups, increased self-sufficiency will be a goal toward which the Parks and Recreation Department will strive through effective implementation of the Community Recreation Fund.

OVERVIEW OF RECREATION PROGRAMMING

Introduction

The Parks and Recreation Department provides much of its service to the community through programs, classes, activities, and special events. The processes of needs assessment, program design, determination of fees and charges (if any), and evaluation of service delivery, are crucial to assuring the highest possible quality of recreation opportunities for all citizens, thereby contributing significantly to overall quality of life.

Guiding Principles

The Parks and Recreation Department is committed to designing and implementing its programs according to the following principles:

Provision of recreation and leisure opportunities which address the needs of the community. The Parks and Recreation Department strives to implement a variety of strategies aimed at accurately assessing the needs of as broad as possible a range of current and potential participants in recreation programs. These strategies have included surveys and interviews (including outreach and distribution through the *Activities Guide*, at various City locations, in various City-sponsored publications and other media, and through targeted efforts with specific groups such as older adults and teens); Parks and Recreation Commission, Arts Commission, and other public meetings; focus groups; and regular program and class evaluations.

By continuing to use these channels, as well as by developing new channels, the community will be able to contribute significantly to decisions regarding program offerings. In addition, staff works continually to advise customers of staff availability and interest in feedback. Systems are in place for both receiving and responding in a timely manner to customers' concerns. The "Satisfaction Guaranteed" policy assures that participants will be placed in recreation programs which are suitable for and fulfilling to them.

"Systems are in place for both receiving and responding in a timely manner to customers' concerns."

Provision of programs which address a broad spectrum of human needs, providing constructive opportunities for fitness and well-being, healthy coping and stress management, creative expression, positive contact with other people, education and skill development, and personal enrichment. Since recreational opportunities provide multiple participant benefits, programs must be designed and conducted to maximize these benefits. Based upon community need, program offerings should include a wide variety of classes, programs, activities, and special events. They should be designed to address a range of interests and ability levels, and be conducted by trained and qualified staff.

Current programs may be targeted to individuals, families, or groups, and, to the extent possible, accommodate specific scheduling and location needs of students, working persons, and others. Program offerings include sports and athletics; arts and creative pursuits; self-development; education; and special trips and events. A variety of program structures is available to citizens, including one-time-only classes or lectures; trips and excursions; local special events; session-long classes and programs; holiday or seasonal programs; and ongoing teams, leagues and clubs.

A sample inventory of current program offerings is listed in **Figure 6**. The **Cultural Arts Sub-Element** of the General Plan contains a detailed discussion of policies relating to the Parks and Recreation Department's arts programming.

Provision of recreation and leisure opportunities for individuals of all ages, ethnic and cultural backgrounds, developmental and ability levels, and economic circumstances. Maximum program accessibility may require targeted programming efforts toward groups with specific needs, and/or the systems development to accommodate the economically disadvantaged. The Parks and Recreation Department strives to implement strategies to address the specialized needs of youth, older adults, families, and individuals with disabilities, and has implemented pricing strategies which address the needs of economically disadvantaged persons for high quality recreation participation.

FIGURE 6: SAMPLE PROGRAM OFFERINGS

The following represent a sampling of programs and services offered by the Parks and Recreation Department. Program offerings are continually evaluated regarding participant satisfaction and overall demand, and are modified accordingly. Programs are divided by age group and type.

	FITNESS	ARTS	SKILL DEVELOPMENT and SPECIAL INTERESTS	CAMPS AND SUPERVISED GROUPS	PARENT-CHILD ACTIVITIES	OTHER
PRESCHOOL 6 mo - 5 yr	Swimming Gymnastics Soccer Sports Skills	Dance Music		Tiny Tots Day Camps Holiday Camps	Swimming Gymnastics Coop Activity Groups	Day Care Provider Fun Days
ELEMENTARY SCHOOL 6 yr - 12 yr	Swimming Gymnastics Soccer Tennis Skating Co-Sponsored Clubs and Teams Noontime & After- School Sports	Dance Drama Music voice instrument Visual Arts painting drawing ceramics crafts Co-Sponsored Arts Groups After-School Arts	Babysitting First Aid Water Safety Science Nature Machinery Manners Mathematics	Arts Camps Adventure Camps Sports Camps Holiday Camps Noontime and After- School Programs	Arts Sign Language Skating Science Trips	
TEENS* 13 yr - 17 yr	Co-Sponsored Clubs and Teams Noontime & After- School Sports	Co-Sponsored Arts Groups	Babysitting Driver Education Lifeguard Training	Sports Camps Arts Camps Trips & Outings Teen Social Activities	Family Trips	Volunteerism Employment Opportunities Camp Counselor Opportunities

	FITNESS	ARTS	SKILL DEVELOPMENT and SPECIAL INTERESTS	CAMPS AND SUPERVISED GROUPS	PARENT-CHILD ACTIVITIES	OTHER
ADULTS	Swimming Gymnastics Martial Arts Tennis Hiking Badminton Volleyball Aerobics Weight Training Weight Control Sports Leagues Co-Sponsored Clubs & Teams	Dance Drama Music voice instrument Visual Arts painting drawing ceramics crafts textiles photography	First Aid Water Safety Boating Safety Hunter Safety Cycling Safety CPR Computer Literacy Sign Language Garden Skills Games Finances Wellness		See Youth Activities	Volunteerism
OLDER ADULTS* 50 yr +	Dance Aerobics Stretching Outdoor Walking Tai Chi Tennis	Drawing Painting Flower Arranging Crafts Ceramics	English for Chinese Speakers World Cultures Women's Health Fishing Skills Games Brunch	Senior Tennis Camp Trips to Local Museums, Attractions, Restaurants		Transportation Health Care Legal Concerns Housing Employment Nutrition General Referrals Volunteerism
INDIVIDUALS WITH DISABILITIES* 6 yr +	Swimming Bowling	Computer Art	Cooking Games	Specialized and Mainstream Camps Community Outings Social and Leisure Clubs	See Youth Activities	Cooperative Dances Information and Referral Support and Idea Groups

The Department also sponsors various seasonal or holiday-related special events for the entire community.

* Note: In addition to these listings, most adult activities are open to teens 16 years and older, to older adults, and, as appropriate, to individuals with disabilities. Youth activities are open, as appropriate, to youth with disabilities.

Maximizing available resources, program offerings, and facilities, through partnerships and collaborative working agreements with private industry, community groups, school districts, human service organizations, county and state agencies, and volunteer groups. These partnerships are critical to effective service delivery during periods of decreasing economic resources and increasing social need. Partnerships enable the Parks and Recreation Department to expand program and service offerings, and to deliver services in a cost-effective manner. Effective partnerships with schools, private industry, surrounding cities, and human service agencies will enable the Parks and Recreation Department to enhance its service to the community through innovative sharing of ideas, resources, and responsibilities.

Maintaining a commitment to the residents of Sunnyvale in the design of programs and development of policies regarding participation. Diminishing recreation resources in surrounding communities, in combination with the consistently high quality of Sunnyvale's program and facility offerings, have placed considerable demand on Sunnyvale's programs, facilities, and services by non-Sunnyvale residents.

It is estimated that, Department-wide, participants in recreation programs, classes and activities are composed of approximately **85% to 90%** City residents and **10% to 15%** non-residents. Exceptions to this trend are evident in the Disabled Services Programs, where participants are approximately **53%** residents and **47%** non-residents. This high rate of non-resident participation is due in part to the relatively limited number of individuals with disabilities in the immediate Sunnyvale area. Sunnyvale residents often attend programs in neighboring cities as well as in Sunnyvale, as do residents of other cities. Non-resident participation in Sunnyvale's Disabled Services Programs serves to make these programs (which are highly valued by the participants, the City, and the community) economically viable, thus ensuring their continuation.

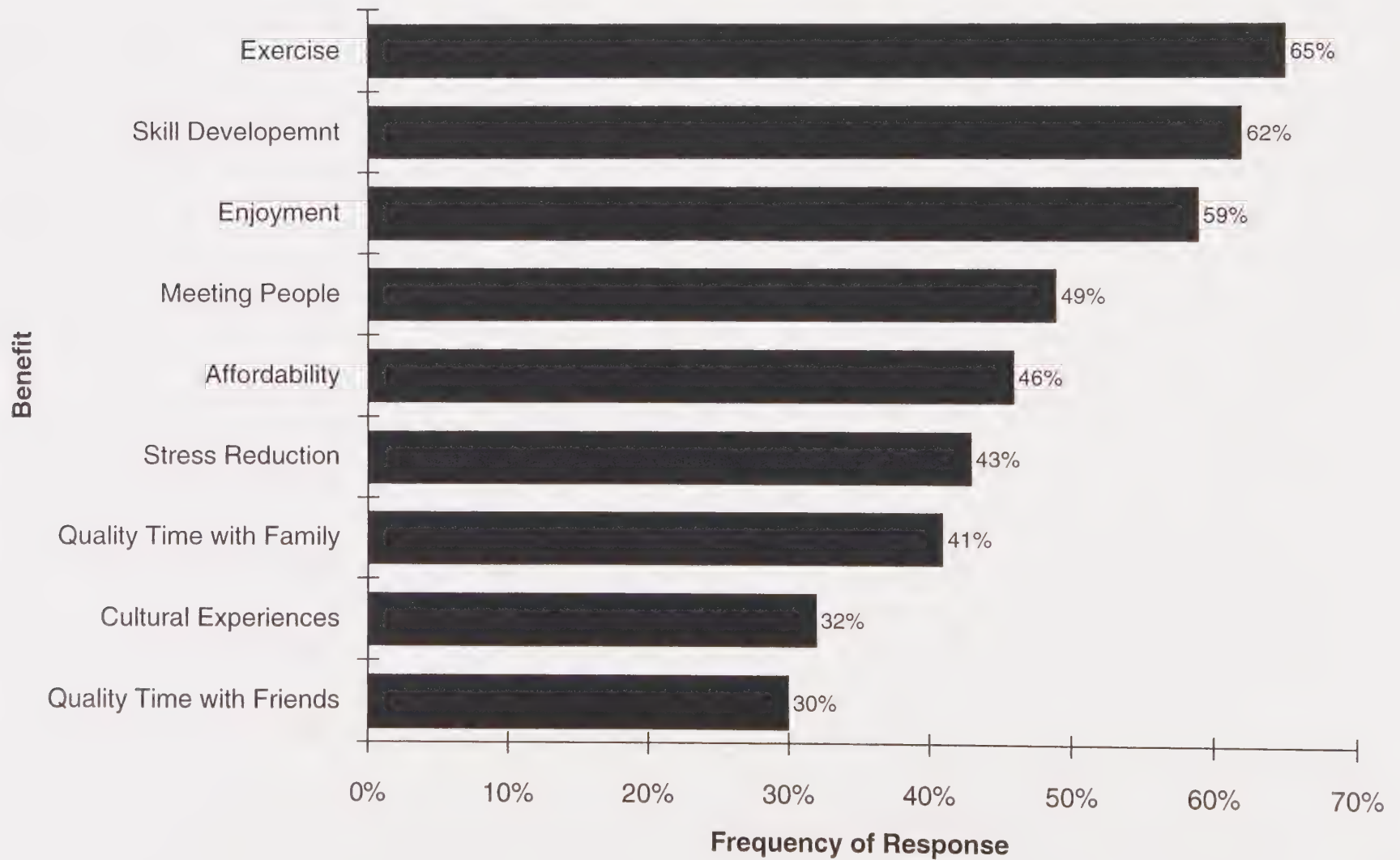
The presence of non-resident demand for Sunnyvale's recreation programs has necessitated increased attention to such issues as priority of access (such that Sunnyvale residents are not denied services or opportunities), and accurate targeting of Parks and Recreation Department

program offerings to the needs of Sunnyvale residents. Staff are continually vigilant to maintaining this commitment to citizens. At the same time, staff acknowledges that offering programs to the non-Sunnyvale resident population contains certain economic benefits, and may, in some cases, actually increase the availability of recreation opportunities to residents by increasing economic viability of a given program, thus allowing the Parks and Recreation Department to continue to offer that program.

The above principles provide important foundations upon which recreation programs and services are built. Through attention to shifting demographics, needs, and resources, they provide the context in which planning occurs and decisions are made, both currently and in future years. Through adherence to these principles, the Parks and Recreation Department can work toward fulfilling its mission of providing comprehensive, needed, and high-quality recreation opportunities to the community.

Figure 7 shows the perceived benefits of participation in recreation programs based on the survey responses and interviews conducted as part of the research effort in updating this Sub-Element.

FIGURE 7: PERCEIVED BENEFITS OF PARTICIPATION IN RECREATION PROGRAMS



YOUTH PROGRAMMING

Introduction

Effective programming for youth has been identified by both the community at large and the City of Sunnyvale as a high priority for the Parks and Recreation Department in the 1990's. Today, children and teens are affected by rapid and far-reaching changes on familial, social, and economic levels. These changes may exert a profound impact on youth as they attempt to develop sound personal values and to make constructive choices related to those values. As a result, recreation service providers are being asked to address an increasingly broad and critical set of concerns related to the development and needs of youth.

Forces Affecting Youth in the 1990's

Contemporary youth face familial, social, cultural, and economic changes of an unprecedented magnitude and pace. These changes often place youth in the position of needing to make increasingly critical personal choices at increasingly younger ages.

The radical shifts in family structure in recent years (related in many cases to divorce, remarriage, and economic recession) are elements of social change which have significantly affected children and teens. For example, the 1990 census estimates that, of the households in Sunnyvale with children, **19%** are headed by a single parent, and of those, **80%** are single mothers. Even for those households with two parents, many of which may represent blended families, **66.4%** have both parents working outside the home. It is also significant that **6%** of Sunnyvale's children overall, and **16%** of the children of single mothers, live in poverty.

Such conditions suggest that numerous children may be lacking in adequate care, resources, guidance, and supervision, especially in the after-school hours. Data from the Carnegie Council on Adolescent Development's large-scale 1992 study of children and adolescents ("A Matter of Time: Risk and Opportunity in the Non-School Hours")

"The radical shifts in family structure in recent years (related in many cases to divorce, remarriage, and economic recession) are elements of social change which have significantly affected children and teens."

"In a study of 25,000 young teens, nearly 30% spent up to three hours per day alone after school, and spent 25 minutes or less per day in conversation with their parents."

support the suggestion that youth are lacking supervision and guidance from adults in their lives. The study indicates that fully **40%** of young teens' waking hours are "discretionary"; that is, outside of school or other structured activities. The study cites additional data stating that, in a study of 25,000 young teens, nearly **30%** spent up to **three hours per day** alone after school, and spent **25 minutes or less per day** in conversation with their parents.

The loss of support and guidance described above becomes even more critical when combined with the reality that youth in contemporary society have access to a vastly increased range of choices regarding their activities and values. Many children and teens spend the majority of their hours in "high-risk environments", in which such self-destructive activities as alcohol and drug use, school truancy, gang membership, illegal activities leading to involvement with the criminal justice system, and high-risk sexual activity are easily accessible. These self-destructive activities are made even more attractive by the powerful pressure exerted on this age group by both peers and the media.

These choices may become even more attractive to those youth living in abusive, violent or inconsistent home environments. Such youth may also be economically deprived, with accompanying health risks such as malnutrition, poor medical care, and minimal health education. Without consistent living environments and guidance, the self-destructive choices described above may become the recreational and lifestyle choices of increasing numbers of youth, at great cost to the individual, to families, and to society.

The Carnegie Council on Adolescent Development's "A Matter of Time" study describes community supports (those agencies or programs addressing the needs of youth) as "the third side of the developmental triangle", whose other two sides are family and school, and which, together, comprise those factors which influence the course of a child's growth. Drastically reduced economic resources on government levels, however, have resulted in diminished capacity of many community agencies and programs to effectively reach and meet the needs of youth, especially those who are poor, non-English speaking, or reluctant to become involved with such

programs on their own. Staff training may be minimal, and programs may cease to be relevant or appealing to youth. Overall, critical services risk becoming less available and accessible to children and teens at a time when they may need them the most.

In summary, youth growing up in the 1990's face increasingly rapid and critical challenges and lifestyle decisions. At the same time, many may be deprived of the familial, social and community supports which have historically provided guidance and role modelling. These circumstances present both a challenge and an opportunity to recreation service providers to make a significant impact on the community's children.

Recreation as Prevention and Intervention for Youth

Parks and recreation departments throughout the United States are responding to increasing evidence in the professional literature indicating that recreation may provide an ideal context through which children and teens may be effectively reached and supported to healthy and constructive lifestyle choices. This literature identifies benefits of recreation in several domains of social, educational, and emotional development. These benefits include:

- Involvement in activities which are constructive and promote individual development;
- Development of positive relationships with peers, authorities and family;
- Development of healthy values and exercising of constructive choices, with development of related skills in decision-making, communication and assertiveness;
- Development of healthy outlets for experiencing excitement and challenge;
- Development of positive support networks and trustworthy role models; and

"It has been demonstrated that constructive recreation may have a strong diversional effect, breaking the cycle of repeated involvements with gangs, illegal activity and/or the criminal justice system."

"In surveys of school personnel and parents conducted by Cultural Arts staff, for example, structure, supervision and educational enrichment programs, especially in the after-school hours, were cited as those which would be most valuable in addressing the needs of children."

- Facilitation of constructive social and community involvements, including volunteer service, employment training, and employment.

Program strategies have been identified which maximize these benefits for youth. Such strategies and programs often include consistent, supervised activities with a social, challenge, or community involvement focus. Some programs have been developed in collaboration with law enforcement, employment, and/or social service agencies. These programs, and others like them, have resulted in such positive outcomes as increased school longevity, reduced rates of substance abuse, reduced involvement with criminal justice, and increased self awareness and self esteem. It has been demonstrated that constructive recreation may have a strong diversional effect, breaking the cycle of repeated involvements with gangs, illegal activity and/or the criminal justice system.

Needs Assessment Findings Related to Youth in Sunnyvale

The Parks and Recreation Department has conducted a number of observations and needs assessments related to youth, in order to meet the complex challenge of programming for this vulnerable population most appropriately and effectively. Findings have been consistent with those described in the professional literature on youth programming. In surveys of school personnel and parents conducted by Cultural Arts staff, for example, structure, supervision and educational enrichment programs, especially in the after-school hours, were cited as those which would be most valuable in addressing the needs of children.

In another needs assessment effort, Parks and Recreation Department staff met with a focus group of five teens identified to be "at risk". Suggestions from these youth included increased leadership and supervision at park sites (where the youth tended to congregate), both informal and organized opportunities for athletic leagues and sports participation, and increased employment and employment-training opportunities. Thus, it appears that desires for supervision, guidance, challenge, experiences of belonging,

and practical or employment-related skill development are paramount for this group.

Similar feedback was received from approximately 2,600 students in Sunnyvale junior high and high schools who completed a Recreation Survey distributed by the Youth and Teens Unit of the Parks and Recreation Department. Whether or not they reported currently participating in Parks and Recreation programs, the majority of students (approximately 60%) stated that their main leisure-related interests involved either informal or organized sports activities. An even more striking finding, 75% of the students indicated an interest in employment and/or employment-readiness activities, and 45% indicated a specific interest in volunteerism.

Selected survey results are illustrated in **Figures 8 - 11**.

FIGURE 8: TEENS' PREFERRED TIME OF DAY FOR RECREATION PROGRAMMING

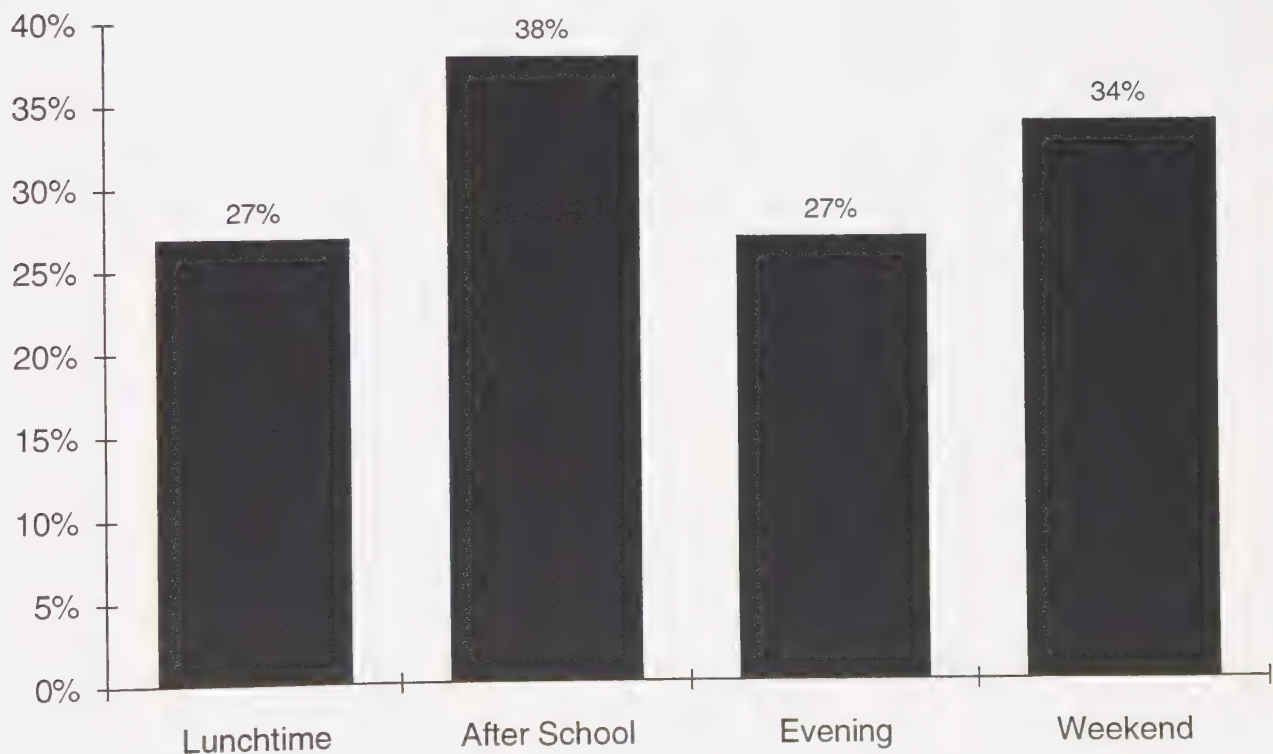


FIGURE 9: TEENS' TOP AREAS OF INTEREST FOR PROGRAMMING

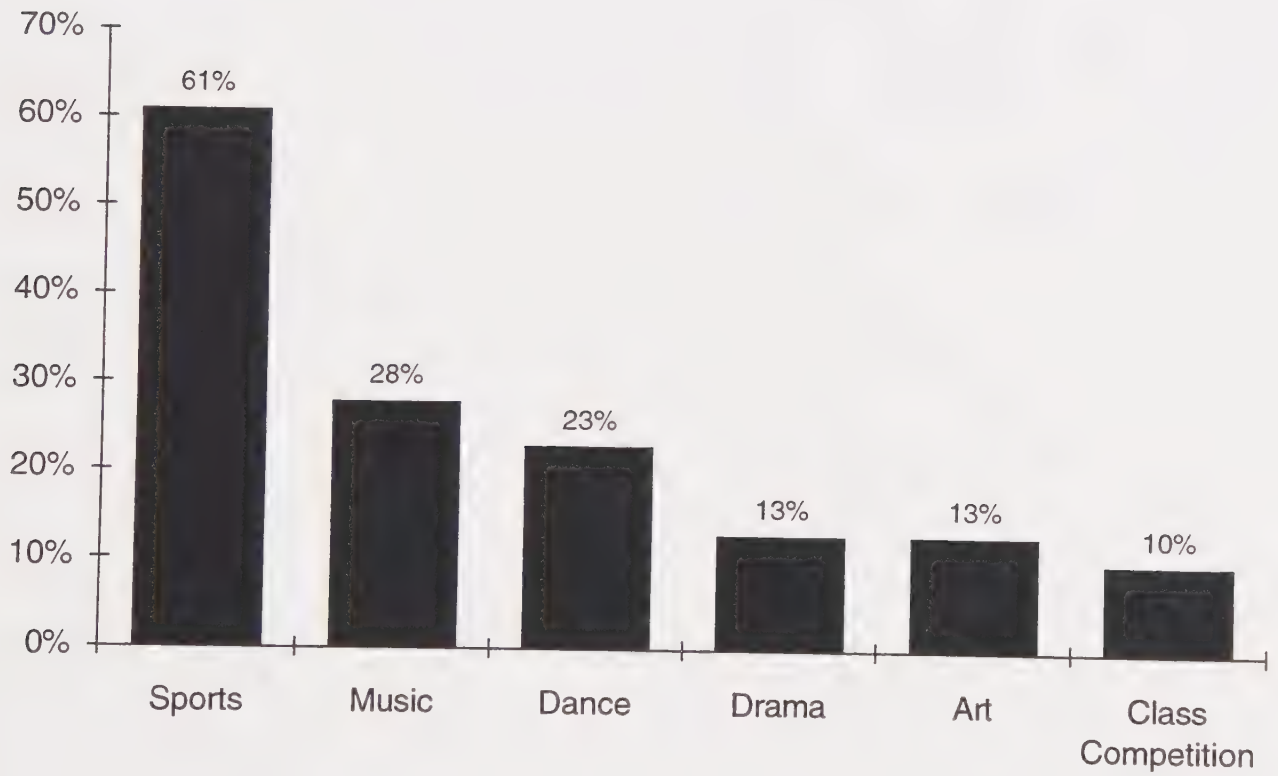


FIGURE 10: TEENS' MODES OF TRANSPORTATION

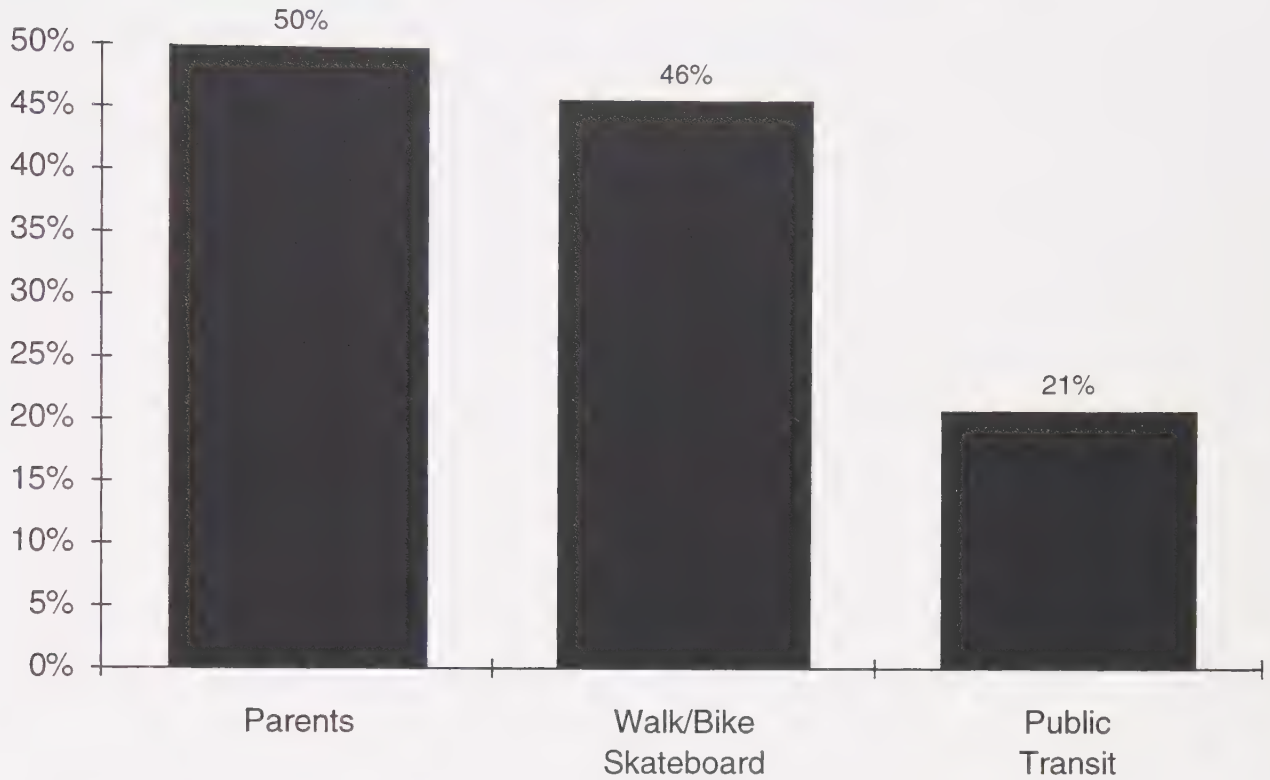
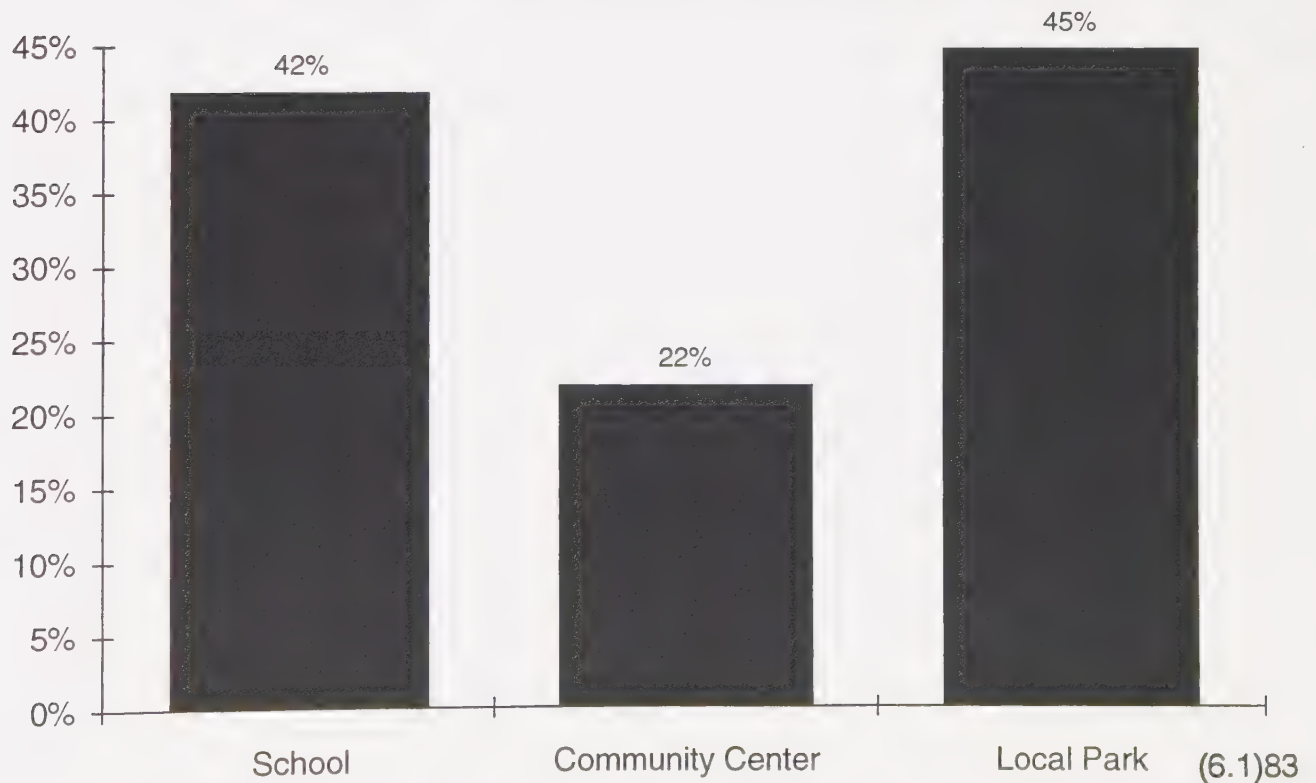


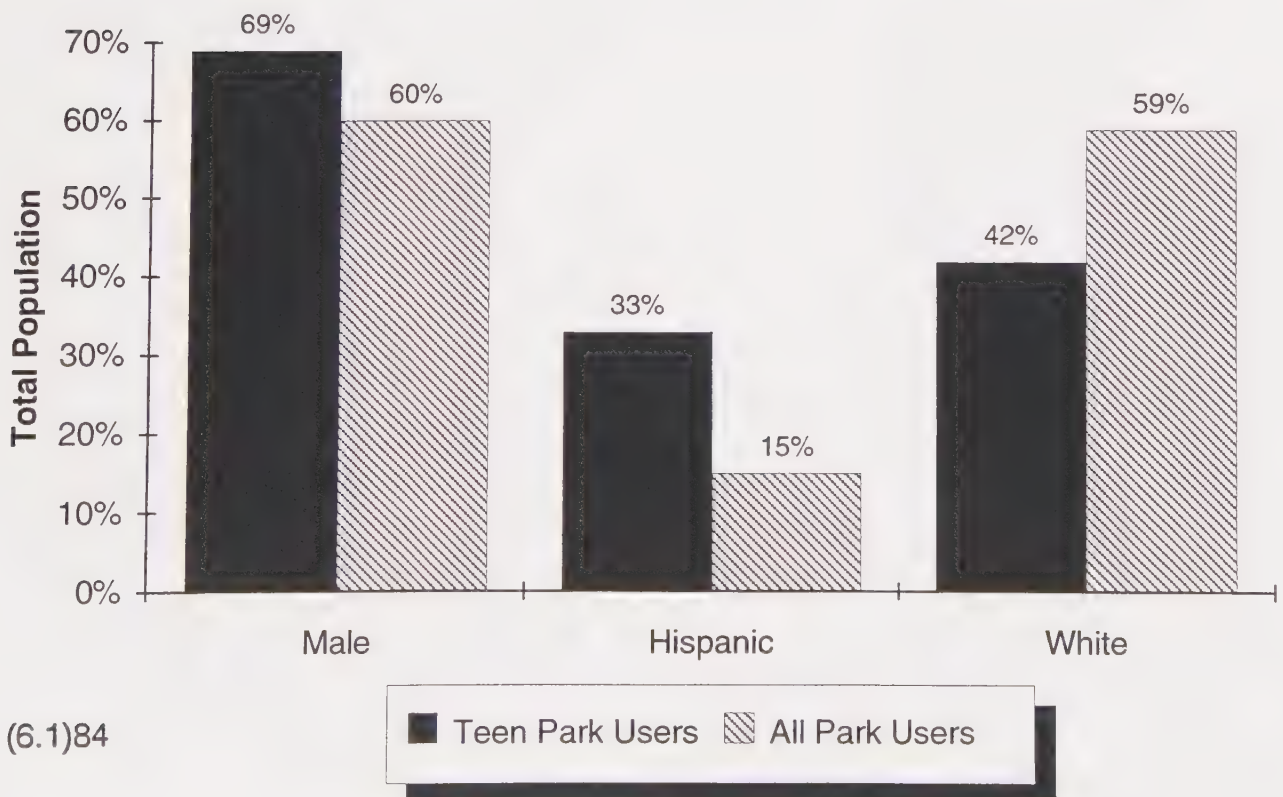
FIGURE 11: TEENS' PREFERRED PROGRAMMING SITES



Observations of teenagers in Sunnyvale parks yielded some information with potentially significant implications for outreach and programming to teens. It was found that teens were over-represented in the parks with respect to their representation in the Sunnyvale population (**8% vs. 4.7%**). Even more striking was the demographic composition of the group of teens in the parks. It was found that the majority of teen park users were **male (69%, vs. 57% male teens in the population)**; in addition, teens of **Hispanic** and **African-American** ethnicity were represented in parks at nearly double the percentage of their representation in the population.

Further, it was notable that, of Hispanic and African-American teens in parks, **80% and 78%, respectively**, were male. Finally, it was observed that particular parks throughout Sunnyvale drew a concentration of teens, and that, within these parks, teens of particular ethnic background appeared to congregate. These findings have implications for potential targeted outreach efforts to youth in park settings, particularly those who may not be using City programs and services at this time.

FIGURE 12: PARK USAGE
Comparison Between All Park Users and Teen Park Users



Youth Programming Principles in Sunnyvale

Sunnyvale's Parks and Recreation Department has adopted a multi-faceted approach to programming for the complex and varied needs of the City's youth. The majority of these approaches have been preventive in nature, based upon the premise that effective outreach and programming may minimize or deter future high-risk behavior. In addition, however, the Department is engaged in efforts to target the specific needs of youth already identified to be "at risk". This group includes pre-teenagers and teenagers who have been involved with the criminal justice system, school truancy, gang activity, and/or substance abuse, as well as those youth from abusive or deprived home environments.

The principles guiding the development of programs and services for youth are based on current trends in youth services, as well as the results of the various needs assessment efforts which have been conducted in recent years. These principles include the following:

Provision of enriching and healthy recreation opportunities and choices for children and teens of all ages which facilitate physical, intellectual, social, and creative development. Activities which promote social interaction, are challenging, and which develop physical and mental skills, help build positive self-esteem and prevent anti-social behaviors.

Structured after-school and summer programming as a key component of prevention. Structured, regular activities conducted at school sites and during the summer months, have been identified as key preventive elements of successful youth programming. These programs become especially important in view of the absence of needed child care in the community, and the budgetary cuts in the educational system which have resulted in the cancellation of many of the recreation and enrichment programs in schools.

Integration of self-esteem, values training, decision-making skills and appropriate role modelling with program offerings. Staff must be trained in the necessary skills and focus. Programs must be designed to develop these much needed skills and values.

Provision of opportunities for constructive community involvement through employment and volunteerism. Such community involvement can occur through community service projects, and/or summer and year-round employment opportunities.

Promotion of leadership opportunities, through youth's involvement in the advisory and program planning process, as well as employment, volunteerism, and other leadership conferences and activities.

Dissolution of barriers resulting from cultural or ethnic difference, through cooperative efforts and discussion. The increase in ethnic and cultural diversity in Sunnyvale, and even more dramatically in Sunnyvale's children, has created a multicultural environment rich in tradition and educational value in which children are learning and playing. Creative educators and recreation providers have the opportunity to use this increasing cultural diversity to enhance the quality of their services, and to encourage youth to question and overcome cultural and ethnic barriers.

Collaboration with law enforcement, vocational, and social service programs, as well as with other recreation service providers in the community, to facilitate comprehensive and coordinated service delivery.

Development of strategies to assure accessibility of programs to youth. The Parks and Recreation Department is engaged in efforts to make programs more accessible to a wide range of youth in the community. Programming during evening and other nontraditional program times is being explored as a way to more effectively reach youth. The Fee Waiver Program will be evaluated and modified where appropriate to provide a system which assists economically disadvantaged youth in taking full advantage of program offerings. Further, multi-tier pricing systems are being implemented for some programs, to increase their accessibility to all youth, regardless of economic circumstances.

Youth Programming Directions in Sunnyvale

To meet the diverse needs of youth in Sunnyvale according to the principles listed above, the Parks and Recreation Department has adopted the following programming directions. These directions represent the Department's efforts to address the complex challenges presented by contemporary youth.

Recreation Program Offerings: The Parks and Recreation Department will offer a full range of activities, programs, classes, and trips for children and teens of all ages. Program offerings will include sports (through co-sponsored groups and City-sponsored classes and camps), theatre and visual arts, music and dance, science and nature, trips both with and without parents, and other special interest topics.

Programming which Addresses Child-Care Needs: The Parks and Recreation Department will offer educational and social programs for preschool children, both with and without their parents. In addition, the Department will continue to implement Family Day Care Fun Days, supervised activities for family day care providers and children. These programs focus upon socialization for both children and providers, development of support networks among providers, and education through sharing of ideas and suggestions to enhance the quality of family day care.

Programming in Schools: Joint programming efforts between the City and local school districts represent rich opportunities to reach youth in their own environments, especially those who might be reluctant to travel to other activity sites, and these joint programming opportunities will be pursued. Sports and special event programs are currently coordinated and supervised by Parks and Recreation staff at school sites during noontime and after-school hours. Staff regularly attend activity planning sessions. By networking with school personnel, parents, and students staff can design programs most effectively.

As a result of staff's attention to the feedback of both parents and school personnel, a series of after-school enrichment programs, to include the arts, are currently in development. In addition, sports and other activity programs are currently

being expanded into additional school districts for implementation at school sites during after-school hours.

"Co-sponsored clubs provide avenues through which children and teens are encouraged to engage in healthy alternatives to high-risk behaviors."

Funded and Co-Sponsored Youth Sports Teams and Arts Organizations: Sunnyvale will continue to provide in-kind and financial support for a variety of clubs, teams and groups for youth and teens. Serving over 5,000 youth per year, these organizations provide opportunities for participation in soccer, baseball, basketball, gymnastics, judo, badminton, and swimming. Youth organizations also include the Spirit of Sunnyvale Marching Youth Band, and Sunnyvale Community Players.

Co-sponsored clubs provide avenues through which children and teens are encouraged to engage in healthy alternatives to high-risk behaviors. The clubs provide youth with high-energy, multi-ethnic experiences which consistently emphasize and foster the social and personal values which may prevent involvement with high-risk activity.

Summer Recreation Opportunities: The Parks and Recreation Department will provide extensive summer recreation opportunities for youth. A range of camp programs is offered for youth 4 years and older, including those with disabilities. Youth may select from a variety of specialized camp offerings, including sports, arts and musical theatre, "adventure", community exploration, and general enrichment. In addition, drop-in sports programs are currently offered to youth and teens at two school sites during the summer months, as well as various social events, parties, picnics and trips.

Volunteer and Employment Opportunities: Volunteer opportunities will be available at various program sites (for example, gymnastics, preschool programs, swimming pools) for teens ages 13 and older during the school year as well as the summer. Volunteer placements may provide valuable skills training and pre-employment experience, as well as fostering and encouraging a community service ethic.

In collaboration with the Department of Employment Development, youth are employed and supervised during the summer months and school year at park, golf course and recreation activity sites. In addition, the Parks and Recreation

Department offers classes with relevance to future employment, such as babysitting and aquatic lifesaving.

The City is increasing collaboration among departments, with the aim of enhancing volunteer opportunities, and training and employment opportunities.

Inter-Departmental Collaboration: The Parks and Recreation Department has been consistently involved in collaborative efforts with the Departments of Public Safety, Employment Development and Community Development, with the aim of improving outreach to specific neighborhoods, strengthening diversion programs, and promoting employment readiness. Such collaborative efforts have also been implemented in Sunnyvale in past years, when the Volunteer Program and the Parks and Recreation Department worked together to provide volunteer and community service opportunities for youth in Public Safety's Diversion program. Participants were placed at a number of City locations, among them parks and various recreation sites.

Inter-Departmental collaborations will continue to be enhanced and strengthened, through a sharing of needs assessment information and joint program planning.

County-Wide Collaboration Related to Youth at Risk: The Parks and Recreation Department has participated in several County-wide planning efforts to further improve youth programming. These include a variety of task forces sponsored by school districts and social service agencies. The Parks and Recreation Department is committed to participate actively and assume leadership roles in regional collaborative efforts.

It is anticipated that the youth themselves will play an increasingly important role in programming activities of significance to them, through serving on City committees and planning task forces. It is hoped that, through these efforts, the Parks and Recreation Department will be able to effectively address the complex and multi-faceted needs of the City's youth population, thereby contributing to their individual well-being, as well as to the overall quality of life of the community.

PROGRAMMING FOR THE NEEDS OF FAMILIES

Introduction

The past decade has brought dramatic changes in the structure of families. The variety of "familial" arrangements in contemporary society includes adults living with non-related adults, living alone, and/or living in blended families.

In those families with children, variations in living arrangements are also significant. In the 1990 census, for example, **22%** of households with children were living in a nontraditional familial arrangement (other than married couple). The largest portion of these were represented by single-parent homes; **19%** of Sunnyvale families with children were headed by one parent; of these, **80%** were women. Of those two-parent families with children, **66.4%** had both parents working.

Decreased economic stability in the Silicon Valley, as well as nationwide, has in many cases necessitated this situation; for example, the percentage of California households living at or below the poverty level has increased from **12.7%** in 1969 to **18.2%** in 1990. While the percentage of families with incomes below the poverty line is considerably lower in Sunnyvale than in California as a whole (**18.2%** vs. **4.6%**), it is significant that **6%** of Sunnyvale's children overall, and **16%** of the children of single mothers, live in poverty.

In addition, as the divorce rate nationwide continues to be high, so does the number of "blended families" resulting from remarriage. These data, as well as the professional literature, suggest a significant shift in the characteristics and needs of families. Current concerns and issues which have become relevant include: 1) scheduling of family recreation opportunities; 2) economic considerations; and 3) the need for building family cohesion through recreation opportunities designed for a variety of family structures.

Providing high-quality opportunities which meet the leisure needs of families has been a priority for the Parks and Recreation Department. The Department has focused its efforts in two major areas of programming: programs which

"While the percentage of families with incomes below the poverty line is considerably lower in Sunnyvale than in California as a whole (18.2% vs. 4.6%), it is significant that 6% of Sunnyvale's children overall, and 16% of the children of single mothers, live in poverty."

promote family interaction and enjoyable recreational experiences, and those which meet the needs of single-parent, dual-career, and/or other families with unique needs in terms of recreation programming.

Needs Assessments Related to Family Recreation

The professional literature in the field of Parks and Recreation identifies family-oriented recreation as an important predictor of satisfaction, stability and cohesion in both marital and parent-child relationships. It is clear from the observations, interviews and discussion sessions conducted by the Parks and Recreation Department that family-oriented leisure is a high priority, in terms of both values and practice, for the Sunnyvale community. For example, approximately **75%** of Sunnyvale park users surveyed stated that they use parks for family or child-oriented activities, and **33%** stated that they chose a given park specifically because of its play area. Correspondingly, of those respondents suggesting additional facilities or improvements to park sites, **71%** suggested that more play equipment was of high priority to them. Finally, of those respondents stating concerns with Sunnyvale parks, **64%** involved child and family-oriented concerns such as quality of play equipment and/or safety.

Concerns regarding supervision, and constraints of time, location, and economics, were also relevant to Sunnyvale families, as indicated in the feedback obtained in the Parks and Recreation Department's Steering Committee meetings, focus group sessions, and various outreach efforts. In addition to the strong value placed on family-related recreation, such concerns as scheduling, fees, and adequate supervision were frequently mentioned. Citizens indicated their support for program scheduling at some "nontraditional" times to accommodate the needs of single parent families and/or dual-career families. Further, continued use of the Fee Waiver system and other methods of accommodating the economic limitations of families through various discounts were strongly supported.

Family Recreation Program Directions

The Parks and Recreation Department offers a range of programs which meet the needs of families. As a part of its commitment to addressing families' needs for high-quality, supervised activities for their children, the Department offers a number of recreation programs for children during after-school hours, including sports, arts activities, and special events. These programs are conducted daily on school grounds so that children will not have to travel unsupervised from site to site. The Parks and Recreation Department plans to continue to explore and develop creative and effective ways to meet families' needs for high-quality structured recreation for their children during unsupervised hours.

In addition, the Parks and Recreation Department offers a wide range of holiday and vacation camps for children 4 years and older. These camps provide enriching physical, social and creative experiences for children, during times of the year in which their need for supervision is greater.

"The Parks Division has allocated significant resources to the creation and maintenance of improved play areas and play equipment for children."

Further, the Parks and Recreation Department conducts recreation programs for parents and preschool children, both separately and together. Programs are conducted at local park sites to maximize convenience and participation. The Parks Division has allocated significant resources to the creation and maintenance of improved play areas and play equipment for children. These opportunities and resources are highly valued by the Sunnyvale community, and have become increasingly important as families have been challenged by often rapidly changing social and economic circumstances.

The Parks and Recreation Department also provides educational and social activities for family day care providers to encourage networking, sharing of ideas, and enjoyment. The Department will continue to provide these educational and social resources to families and day care providers through networking and shared activities.

To enhance the quality of leisure time spent together in families, the Parks and Recreation Department offers a number of special interest classes, trips, and activities which are designed for parent/child participation. In addition, the

City's special event calendar contains many offerings structured for family participation, especially such holiday-related events as the Spring Eggstravaganza, Halloween Harvest Carnival, 4th of July Celebration, Hands on the Arts, and Santa Visits. It is the intention of the Parks and Recreation Department to continue the strong commitment to creating opportunities for family leisure which effectively meet the needs of Sunnyvale citizens.

The Parks and Recreation Department is committed to providing family-oriented recreation opportunities which are accessible to families who are economically disadvantaged. Play areas in parks, with aesthetically appealing and developmentally challenging equipment, are provided free of charge to the community. Those families who are economically disadvantaged are assisted to take advantage of City recreation offerings through the Fee Waiver program. In addition, the Department will explore various types of family discounts, including reduced fees for multiple children registering for a given program, or for registration in multiple sessions.

Finally, the Parks and Recreation Department has been attentive to the logistical and scheduling-related needs of the many varieties of families in Sunnyvale in order to effectively maximize opportunities for participation. The Parks and Recreation Department is committed to providing a wide range of options for individuals living in a variety of familial arrangements and who do not require or desire specialized and targeted programming to meet their needs. These programming options are available to all residents, but tend to serve the needs of families, adults not participating with children, older teens, and older adults not wishing to restrict their participation to older adult activities. The Department will continue to develop and provide programs for families which are responsive to their interests, schedules, and economic circumstances.

PROGRAMMING FOR OLDER ADULTS

Introduction

"Numerous studies show that active, regular involvement of older adults in leisure activities of choice is critical to health, longevity, and overall life satisfaction."

The older adult population has grown significantly over the past decade, and will represent an increasingly large segment of Sunnyvale's population as the 1990's progress. The percentage of adults over 55 years of age comprised **18.5%** of Sunnyvale's population in 1980, and increased to **19.3%** in 1990; it is estimated that by 2000, this group will account for **22.3%** of the population, and will continue to increase after that time to **28.3%** by 2010. This increase will have a dramatic impact on the nature of leisure service delivery systems. The National Recreation and Parks Association has identified this growing cohort of recreation and leisure service "customers" as a group which merits the focused attention of professionals as they seek to understand some of the unique needs of older adults, and to develop programs and services which will maximize the benefits of participation in quality leisure activity.

Factors Affecting Quality of Life for Older Adults

"It has been estimated by one health insurance company that adoption of lifestyle changes in diet and exercise may result in a savings of \$4,500 per year, per older adult, in health care costs."

The potential for declining fitness and health, multiple losses of significant people and life roles, and increasing social isolation are identified repeatedly in the professional literature as factors which place older adults at high risk of physical illnesses and/or emotional crisis. Correspondingly, numerous studies show that active, regular involvement of older adults in leisure activities of choice is critical to health, longevity, and overall life satisfaction. For example, participation in leisure activities of a physical nature has been demonstrated to have such effects as decreased risk of cardiac illness and osteoporosis, improved flexibility, stamina, and muscle tone, increased ability to live independently, and increased longevity.

These findings have implications not only for the quality of life of the individual, but for society as well, in terms of health care dollars. It has been estimated by one health insurance company, for example, that adoption of lifestyle changes in diet and exercise may result in a savings of \$4,500 per year, per older adult, in health care costs.

Involvement in personally meaningful leisure pursuits, especially those of a social nature, has been demonstrated to mitigate the loss of roles, as well as of significant others, for older adults. Related mental health benefits accruing from such involvements include decreased depression, increased feelings of competence and self-esteem, and greater perceived life satisfaction.

Recreation Programming to Address the Needs of Older Adults

Effective delivery of leisure services and programs to the older adult population will require attention to a number of factors. One such factor is the shift in motivations for participating in leisure activities which may occur for the older adult population. It has been demonstrated, for example, in a survey of leisure motivators that, after the age of 65, such motivators as escapism, competition, and ambition tend to decrease, while intellectual challenge, pleasure, and use of the hands tend to increase.

In addition, leisure service providers must address a variety of social, health-related, cultural and economic constraints in programming for older adults. Some of the most critical constraints include:

Income: A 1988 survey of older adults' income conducted by Santa Clara County indicates that 75% of adults over 60 live on what is considered "very low income" or "low income" by County standards (this figure may be somewhat lower for Sunnyvale residents, whose per capita income tends to be slightly higher than the County average);

Social Isolation: The 1990 Sunnyvale census states that an average of **25%** of all adults over 65 (12% of males and 35% of females) live alone;

Language: The 1990 Sunnyvale census states that 52% of Asian-language-speaking and 27% of Spanish-speaking adults over 65 speak English "not well", or "not at all"; and

Mobility and/or Self-Care Limitation: The 1990 Sunnyvale census states that 31% of older adults identify themselves as being impaired or limited in terms of mobility or self-care.

These figures indicate that effective programming for the needs of older adults must address issues of cost, active outreach to the isolated, language barriers, possible needs for assistance in transportation and daily maintenance, and physical accessibility of facilities.

Older Adult Programming in Sunnyvale

Since 1984, the City of Sunnyvale has operated a Multi-Purpose Senior Center, which provides a centralized location for recreation programming and related health and social services to persons over 50 years of age. The Senior Center currently has a membership of 2,200 persons, 80% of whom are Sunnyvale residents. The Center's recreation program offerings (whose participants are, similarly, 80% Sunnyvale residents) include a range of activities and special events which focus on fitness, practical skill development, social interaction, continuing education, volunteerism, and self development. Programs offered are generally low-cost, with many being free of charge, to accommodate participants in a range of economic circumstances.

In addition to recreation programs and services, the Senior Center offers a range of health-related, educational and social services to its membership. These services include legal counseling, health screening and health insurance counseling provided by volunteers and service groups, income tax assistance, information and referral services, English classes for Chinese-speaking older adults, a daily nutrition program, and a subsidized transportation program.

The Senior Center has established a number of partnerships with private industry and social service agencies which greatly enhance services to the membership, as well as to the broader population of older adults in Sunnyvale. The Center functions as the site of operations for a variety of social service agencies addressing vocational, housing, crisis, and transportation concerns affecting older adults. These

agencies receive rent-free space at the Center, and in return, provide valuable on-site services.

In addition, the Senior Center is the recipient of generous donations from both Safeway and Lyon's Restaurant. Safeway donates pastries, coffee, and flowers on a daily basis to the Senior Center Lounge. Lyon's Restaurant has worked with the Senior Center to provide discounted luncheons for the Older Americans' Month celebration, and also contributes to the daily coffee in the Lounge.

The services offered by the Multi-Purpose Senior Center are highly valued by older adults, as well as by the community as a whole. Services to older adults were identified as a high priority for continued and expanded programming efforts in both the Steering Committee meetings and the focus group discussion sessions conducted as a part of the research effort contributing to the preparation of this Sub-Element. The older adult population was also identified as one which the community believed should be subsidized, as necessary and appropriate. When the agreement for the use of the Multi-Purpose Senior Center expires in 1997 the City will seek to renew it or secure an adequate replacement facility.

As the Parks and Recreation Department continues to develop programs for older adults into the 1990's, staff are addressing the challenges posed by the increase in the older adult population and the corresponding increase in demand for high-quality programs and services. Older adult programming is offered for individuals aged 55 to 100 and older. This age span encompasses two generations, and each of these generations can be expected to have different interests and needs which will require unique programming approaches. In addition, programs will need to be responsive to the increase in ethnic and cultural diversity within the older adult population. Finally, the Department will need to continue to be aware of and develop programs addressing issues of accessibility and barriers to participation, as well as the overall physical, social, emotional, and life satisfaction needs of older adults.

PROGRAMS FOR INDIVIDUALS WITH DISABILITIES

Introduction

Living with a physical or mental disability can lead to social isolation for both individuals and families, and can result in diminished opportunities to develop and practice the basic social and living skills which can greatly enhance overall quality of life, self-esteem, and independence. Participation in satisfying leisure experiences has been demonstrated to promote physical, mental and social development, as well as to increase self-esteem and confidence, in children and adults with disabilities.

Guiding Principles

Recreation programs for individuals with disabilities are designed and implemented to focus on development of specialized disability related skills and use and enjoyment of all recreation and community resources. In addition, the programs for persons with disabilities provide educational experiences and opportunities for practice in functioning in the broader community. The Parks and Recreation Department adheres to principles of "accessibility" in a broad sense. Physical accessibility of equipment and facilities is a Department priority and area of continual expansion and improvement. Every effort is being made to make facilities accessible in accordance with the Americans with Disabilities Act of 1990 (ADA).

Program Directions for Individuals with Disabilities

The recreation programs and support groups offered through the Special Populations and Programs Division of the Department of Parks and Recreation aim to address the social and life skill needs of children and adults with disabilities through structured recreational experiences, both on-site and in the community, both specialized and integrated with non-disabled individuals. The Division serves individuals from age 7 years through adulthood and with a range of physical and

mental disabilities, providing approximately 7,400 hours of programs per year to participants.

A wide range of programs and activities is conducted by trained therapeutic recreation specialists with the assistance of a dedicated group of volunteers. The program offerings provide developmentally appropriate leisure activities which focus upon independence, social and community skills, self-esteem, and educational activities which assist participants to make recreation and leisure a regular and positive part of their lives. The range of program offerings has included:

Regular, on-site recreation activities, such as bingo, adaptive tennis and swimming, cooking, and creative arts and movement.

Supervised recreational experiences in the community, such as bowling, picnics, restaurants, movies, ice skating, and special trips. These activities provide opportunities to develop skills in the use of public transportation, in community functioning, in identifying leisure resources, in planning and decision-making, and in socialization.

Specialized art classes. Through a unique partnership with the Hewlett Packard Company, specialized computer art classes (**CADART: Computer Assisted Design Art**) are offered to children, teens, and adults. Due to the generosity of the computer scientist who designed the software and who teaches the classes, and of Hewlett Packard for providing the space and the computers, this unique opportunity is available to students. In addition to the skills learned in the classes, participants and their parents report that the classes have resulted in increased self-esteem and socialization opportunities.

The student artists in these classes have received County-wide recognition from the Jack-in-the-Box Corporation. Their work is on display at the corporation's Sunnyvale located restaurants as well as on the tray liners at fifty Jack-in-the-Box restaurants in Santa Clara County.

Summer camps and retreats, both daytime and overnight, for children, teens and adults. Camps focus on sports, arts, and socialization. The majority of camps are designed to

provide specialized services to persons with disabilities; one camp, however, is designed to provide a mainstream experience, joining children with disabilities and those without disabilities.

Collaborative programming with other cities and agencies. These include quarterly cooperative dances in partnership with the Office of Therapeutic Services in San Jose; Leisure Network activities in partnership with the Adult Independence Development Center; monthly activities for brain-injured individuals in partnership with the Head Injury Recreation and Leisure Network (H.I.R.L.N.).

Support groups and idea sessions. Weekly support groups are conducted for adults who have sustained traumatic brain injuries. Quarterly support and idea-sharing sessions are conducted for program participants and their families.

The most significant programming developments in recent years have been the expansion of program offerings, and the enhanced collaborative efforts between Sunnyvale and surrounding cities and agencies. These collaborations increase the variety of recreational experiences available to participants, while still remaining cost-effective, and additional collaborative opportunities will be sought.

Benefits of Programs

The quarterly participant and parent forums provide staff with insight into the benefits for participants and families of the activities and program offerings. Feedback received at these meetings identify potential directions for program growth and enhancement, as well as areas needing further attention or modification.

Feedback received from participants and parents is consistently extremely positive. Numerous benefits of participation have been identified, including: skill development and related increases in self-esteem; social skill development and the establishment of new friendships; group cohesion and experiences of belonging; structure, routine and consistency; and the opportunity to benefit from multiple adult and peer role models in the community. Additional program strengths

cited include the quality of staff, safety, and supervision, and the responsiveness of program staff to the needs and insights of the participants and families.

In order to assure that these opportunities and benefits continue to be available to participants and their families, marketing and outreach activities will be of high priority in future years. Such activities will include improved and increased outreach to the community in order to identify and draw additional participants, increased networking with other service providers, special education facilities, and agencies, and improved advertising in printed media.

In addition, program staff will continue to pursue alternative funding sources such as private industry, government agencies and private foundations to offset the costs of providing quality programs. Finally, the Parks and Recreation Department will continue its commitment to reaching individuals with disabilities, and to providing them with accessible programs and activities which will contribute to the quality of their lives.

RECREATION FACILITIES

Introduction

Open space and recreation facilities are an integral part of Sunnyvale's leisure service delivery system. The Parks and Recreation Department maintains and operates a range of indoor and outdoor facilities which address the athletic, artistic, play, and social needs of the community. The facilities are operated on principles of quality, safety, accessibility, and equity of use. Some open space and recreation facilities are offered to the public free of charge; those fees which are charged are established within a fair and reasonable structure, and with attention to market conditions.

"As demand for some facilities increases, the challenge is to satisfy demand without sacrificing the integrity of the facility."

A balance is necessary between proper upkeep and maintenance of facilities and maximizing access to facilities. As demand for some facilities increases, the challenge is to satisfy demand without sacrificing the integrity of the facility. In some instances, the Parks and Recreation Department's response may need to be to construct a new facility. In other instances the best response may be to establish creative partnerships with others who can supply the facility, or to limit access in order to preserve the facility's infrastructure.

Inventory of Facilities

A complete inventory of indoor and outdoor recreation facilities is detailed in **Figure 13**. Indoor facilities include the Community Center, Multi-Purpose Senior Center, Indoor Sports Center, Performing Arts Theatre, Creative Arts Center, and Historical Museum, as well as a variety of buildings in parks with activity and group meeting rooms. Outdoor facilities include athletic fields, swimming pools, picnic areas, bike paths and trails, tennis courts, basketball courts, golf courses, a lawn bowls green, and volleyball courts.

FIGURE 13: 1993 INVENTORY OF SUNNYVALE PARKS AND RECREATION FACILITIES

Open Space and Athletic Facilities	Parks	17 City Parks 1 Regional Park 1 Arboretum
	Athletic Fields	23 City-Maintained School Fields 132 Multi-Purpose Fields 1 Lawn Bowls 1 Cricket Field
	Courts	55 Tennis Courts 2 Volleyball Courts 11 Basketball Courts 20 Horseshoe Pits
	Swimming Pools	5 City Owned/Operated Pools
	Trails	1 Bicycle Path 1 Levee Trail
	Golf Courses	1 18 Hole 1 9 Hole 2 Pro Shops 1 Driving Range
Arts Facilities	200-seat Community Theatre	
	Visual Arts Gallery	
	Studios	1 Pottery Studio 4 Art Studio 1 Dance Studio
Play/Social/Gathering Facilities	Community Center	5 Meeting Rooms 1 Kitchen
	Park Buildings	13 Meeting Rooms
	Picnic Areas	25 Reservable Areas 6 Extra-Large Reservable Areas 58 Non-Reservable Areas
	Play facilities	34 in Parks
	Golf Courses	2 Restaurants with Banquet Facilities
Special Facilities	Senior Center	8 Meeting Rooms 1 Multi-Purpose Room 1 Auditorium with Kitchen 3 Art Studios 1 Crafts Boutique 1 Community Garden
	Indoor Sports Complex	1 Gymnasium 1 Weight Room
	Sunnyvale Baylands Park	Picnic Areas Protected Seasonal Wetlands Children's Discovery Play Area Informal Turf Amphitheatre Walking Paths

Facility Maintenance

Proper maintenance of open space and facilities is critical to the user safety and enjoyment. In addition, as both space and resources for the construction of new facilities become increasingly limited, maintenance of existing resources becomes even more crucial. The Parks and Recreation Department performs maintenance and facility enhancement activities according to a system which is timely, responsive to citizen need, and which assures safety, usability and aesthetic appeal.

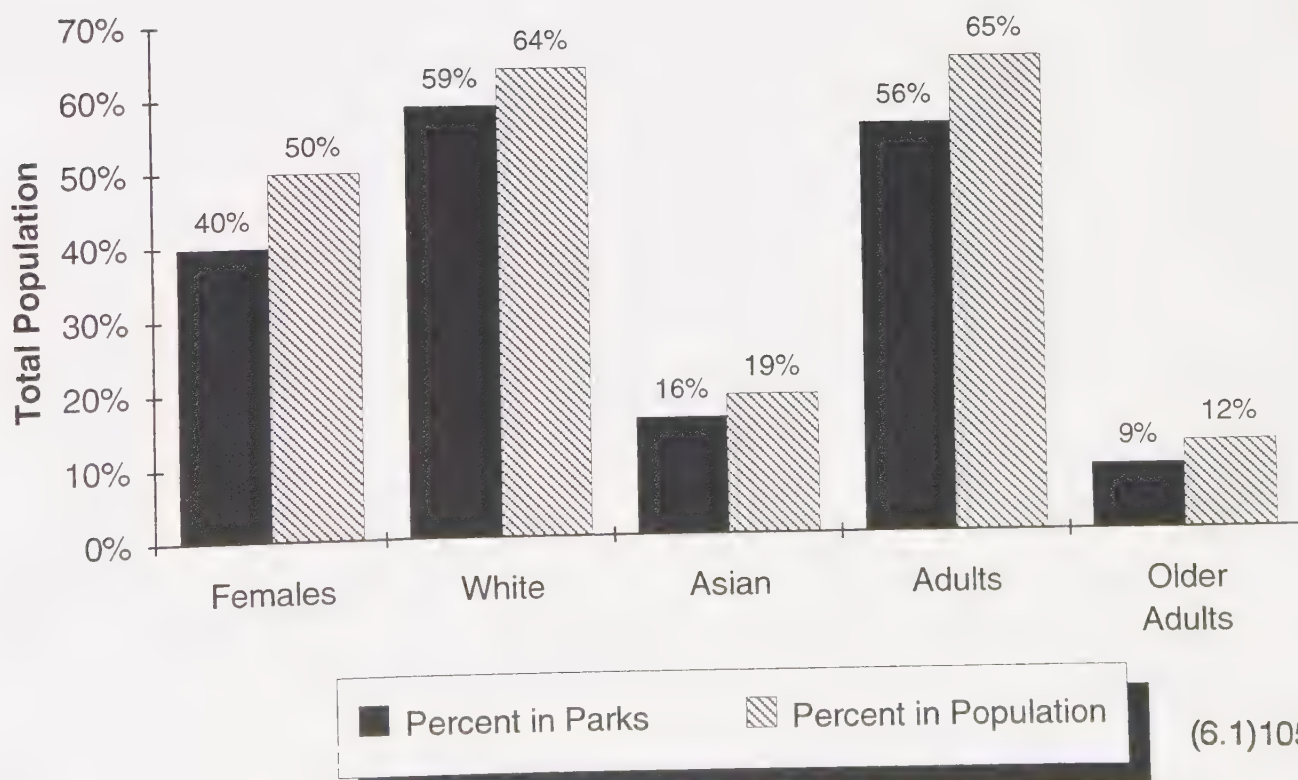
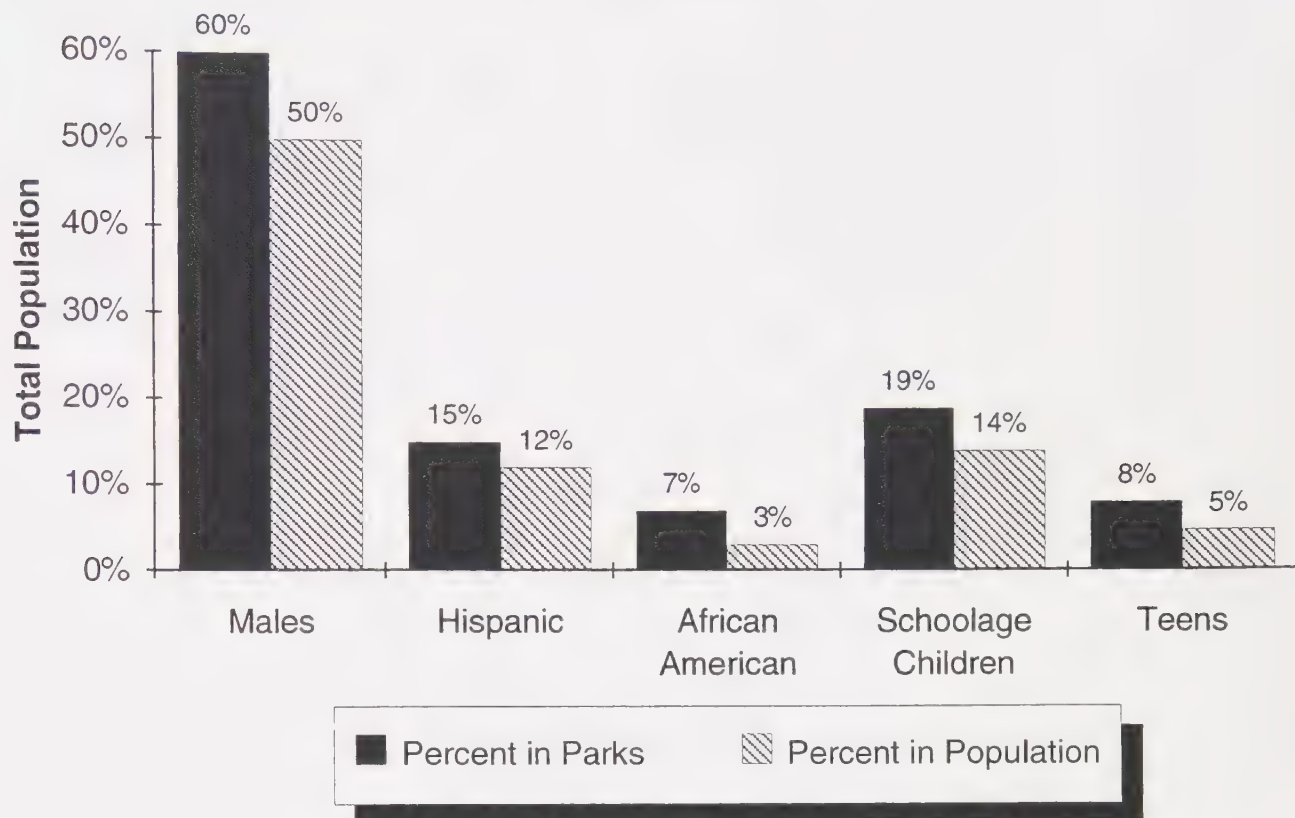
Maintenance needs are monitored and addressed by park and facility staff as ongoing operational tasks. In addition, City staff are available to respond to citizens' concerns and reports of maintenance needs. Further, each park and facility is thoroughly evaluated on an annual basis to determine needs for repair or replacement. Such facility improvements may occur on a facility-by-facility basis, or, should the need arise, an entire park may be "master-planned" when significant changes in design or function are indicated.

The high quality of maintenance of parks and facilities was frequently cited by park survey respondents. For example, **35%** of respondents cited quality of maintenance as an aspect of Sunnyvale parks and facilities of value to them, and **33%** cited such aesthetic qualities as preservation of natural beauty and open space.

"Planning for periodic non-use times will be critical to staff's ability to adequately maintain facilities, especially fields and other open space in which time for regeneration of the ground is essential."

The Parks and Recreation Department plans to continue its commitment to the maintenance of functional, safe, and aesthetically appealing facilities and open space. Such efforts will occur on both planning and operational levels. Planning for periodic non-use times will be critical to staff's ability to adequately maintain facilities, especially fields and other open space in which time for regeneration of the ground is essential. Further, the Parks and Recreation Department will continue to implement a timely and consistent schedule of attendance to maintenance needs.

FIGURE 14: DEMOGRAPHICS OF PARK USERS



Maximizing Facility Resources

Maximizing the availability and use of open space and facilities in light of both finite open space and limited financial resources has posed a significant challenge to the Parks and Recreation Department. A variety of collaborative agreements involving the City of Sunnyvale, local school districts, Santa Clara County, the State of California, and some private industry and organizations, have been instrumental in enabling the City to continue to offer high quality facility resources to the community. In addition, the Parks and Recreation Department has developed marketing and pricing strategies, as well as policies related to open space and facility use, with the aim of using facility resources most effectively.

"Partnerships with local school districts have enabled Sunnyvale to increase its open space and athletic field facility offerings."

Partnerships with local school districts have enabled Sunnyvale to increase its open space and athletic field facility offerings. For the past decade, Sunnyvale has been involved in a variety of contractual arrangements regarding the maintenance, operation, and use of school open space and athletic facilities. In 1989, a comprehensive agreement was finalized with the Cupertino Union School District for the transfer of a 9.4-acre piece of land adjacent to one school site from the District to the City at a price far below market value. This land is adjacent to Ortega Park, and the transfer to the City effectively doubled the size of the park. In addition, the City committed to upgrading five additional school sites, and to maintaining them for 25 years, and the school district agreed not to sell those sites during that period.

This agreement was followed by another agreement with the Sunnyvale Elementary School District in 1991, in which the City took responsibility for the improvements, ongoing maintenance, and programming, of 80 acres of open space at 12 school sites.

These partnerships carry multiple benefits to the City, the school districts, and to the community. The agreements enable the City to preserve and offer the community expanded, well maintained open space and recreation resources. In addition, the school districts are assisted in their efforts to renovate and maintain their valuable assets at a time when resources available to the educational system continue to become increasingly scarce, and when available

resources are being diverted away from maintenance and toward the educational process itself.

Collaboration between Sunnyvale, Santa Clara County, the State of California, and some private industry, has enabled the construction of the 177-acre Sunnyvale Baylands Park, constructed in 1993. Through this collaboration, funding for park construction is shared among the County (\$6.3 million), the State (\$1.8 million), and the City (\$1.3 million). Further, Sunnyvale has assumed operational and management responsibilities under a 25-year agreement. Sunnyvale Baylands Park will offer a unique and enriching leisure opportunity to Sunnyvale and the surrounding community.

It is clear from Department data concerning the use of open space and facilities that many City facility resources are utilized nearly to their capacity, especially as measured by reserved use. Community Center rooms and the Indoor Sports Center are generally reserved to capacity seven days per week; picnic areas, athletic fields, and park buildings are most often reserved to their capacity, and staff must turn down requests for reservations. In addition, such facilities as tennis courts, basketball courts, and swimming pools are frequently observed to be utilized to capacity, especially during the summer months.

Lack of available space and/or facilities was reported to be of some concern to the 240 respondents interviewed in parks during Summer 1992, although the issue was perceived to be considerably less troublesome than was indicated in a recent statewide survey of park users. In Sunnyvale, **19%** (or 45 persons) of survey respondents reported having been prevented from participating in an activity of choice within the past year, in contrast to the **66%** who identified "crowding" as a major concern in the State of California Study. Of those prevented from participation, the most frequent activities reported were picnics and tennis. In fact, park observations indicated that, while the majority of park facilities were not utilized to capacity during most hours, capacity was reached in a number of instances during peak hours.

The Parks and Recreation Department has explored various strategies to best use existing open space and facilities. These include: potential conversion of facilities to allow more

multi-purpose functioning; extension of available hours for operation of the facilities through the addition of lights; increased programming at non-peak hours; and establishment of fee differentials for peak and non-peak hours to encourage extended use by the public. In addition, the Department is exploring expanded use of community facilities, such as school buildings, which are not currently being used to capacity. The Parks and Recreation Department is continuing to evaluate the viability of such partnerships as a means of meeting increasing demand within the context of finite resources.

Maximizing Access to Recreation Facility Resources

Assuring access to parks and facilities for Department classes and programs, co-sponsored clubs, educational and social service organizations, Sunnyvale residents, and other individuals and businesses, has been a task of great importance within the Parks and Recreation Department. It is clear that policies regarding access must be regularly evaluated, as the community's demand for facilities continues to exceed their availability. The Parks and Recreation Commission, Arts Commission, and City Council review community needs and existing practices regarding facility use by various groups and individuals on an annual basis, and establish appropriate guidelines and operating policies.

A critical issue in the maximizing of access to recreation facilities is that of resident/non-resident use. A number of forces and conditions impact this issue: the open space, facility, and economic limitations which increasingly confront parks and recreation departments; the closing or reduction in hours of some local facilities in surrounding areas as a result of budgetary constraints; and the consistently high quality and availability of Sunnyvale's park and facility resources. These conditions have created a scenario in which non-resident demand for Sunnyvale's park and facility resources is significant, and likely to increase.

The issue of resident versus non-resident use of open space and facilities is continually monitored related to facility use, with appropriate priority given to Sunnyvale residents. It is notable, however, that it is often difficult to accurately assess

resident/non-resident reserved use of parks and facilities, as the only data available relate to the individual making the reservation, and therefore does not address actual facility use. A similar difficulty exists related to the use of open facilities, such as the Las Palmas Dog Park, and other open-use fields. As much as possible, however, the Department has attempted to maximize access to parks and facilities by Sunnyvale residents through, for example, implementation of pricing differentials and reservation priority for Sunnyvale residents, as well as for both co-sponsored and private groups which have greater numbers of residents in their ranks.

Although priority of City resident access to facilities is important, there is some economic incentive in offering facilities to non-residents. The overall aim of this process of establishing fees and priorities is to assure access of facilities to Sunnyvale residents, while simultaneously maximizing economic self-sufficiency.

As a means of providing access to facilities for individuals with limited incomes, the City maintains some picnic areas, playing fields, and tennis courts as available to the public on a first come, first served basis, free of charge. For those who do wish to reserve facilities for their use, every effort is made to assure that pricing structures are fair and appropriate. As above, the Parks and Recreation Commission, Arts Commission, and City Council review fee structures related to facility rental on an annual basis and establish guidelines for the establishment of rental fees.

Finally, all open space and recreation facilities are evaluated in terms of their accessibility to individuals with disabilities, as well as their compliance with the specific guidelines for accessibility mandated by the Americans with Disabilities Act, passed in 1990. Efforts to minimize physical barriers in parks and facilities have included designation of parking spaces for individuals with disabilities, exploration and construction of accessible play equipment, restrooms, and picnic areas in parks, and wheelchair entry ramps in buildings.

"All open space and recreation facilities are evaluated in terms of their accessibility to individuals with disabilities, as well as their compliance with the specific guidelines for accessibility mandated by the Americans with Disabilities Act, passed in 1990."

Development and Maintenance of High-Quality Parks and Recreation Facilities

The Parks and Recreation Department's Parks and Building Services Divisions are committed to high quality customer service through high standards for parks and facility maintenance and design. For example, the major renovation of the Community Center complex, completed in 1991, expanded facility offerings to the community to include additional program space and such specialized facilities as a dance studio.

The Parks and Recreation Department, through the Parks Division and Building Services Division, demonstrates a commitment to providing high quality customer service through adhering to high standards for the maintenance of parks and facilities. Ongoing maintenance of picnic areas, restrooms, play areas, and buildings add to the community's enjoyment of parks and facilities, as well as establishing safe conditions for their use.

Construction of New Recreation Facilities

"A growing trend has emerged in parks and recreation literature which indicates that communities' values are shifting away from development and consumption and toward preservation and maintenance of existing resources."

A growing trend has emerged in parks and recreation literature which indicates that communities' values are shifting away from development and consumption and toward preservation and maintenance of existing resources. This trend was evident in the research completed by staff as a part of the Sub-Element revision, as well. In 240 survey responses of park users, only **17%** of respondents suggested construction of new equipment or facilities in the parks or the community. Of those respondents suggesting facility additions, a strong majority (**71%**) mentioned specific addition of play equipment in parks. Not surprisingly, in view of the recent increase in the number of preschool children in Sunnyvale, the most frequently requested play equipment was that suitable for younger children. Since upgrading and maintenance of facilities is an ongoing effort, many of these concerns or requests have already been met.

In response to the expressed needs of citizens over the past several years, the Parks and Recreation Department continually explores creative uses of existing community

facilities (including those not owned by the City, through partnerships), which will address a variety of specialized needs. In addition, the Parks and Recreation Department is vigilant to managing non-resident demand for Sunnyvale facilities in order to maximize their accessibility to residents. As an example, in 1992, responding to local demand for a quality cricket field, the City Council directed the Parks and Recreation Department to work with the Sunnyvale Cricket Club to identify an appropriate space and build a cricket pitch.

Development and maintenance of open space, as well as indoor and outdoor recreation facilities, will continue to be a high priority of the Parks and Recreation Department. Through creative partnerships, attentive maintenance, and careful planning related to use and access, the Department will seek to maximize its recreation facility resources in a cost-effective manner, while remaining responsive to community need. A critical element in determining indoor and outdoor recreation facility priorities will involve the ongoing and accurate assessment of community needs, balanced with the ability to construct and operate new facilities.

FIGURE 15: COMMUNITY CONDITION INDICATORS

INDICATORS		FY 80-81	FY 90-91	FY 00-01
City Population		106,618	117,229	128,800
% City Population 18 and Under		23%	19%	20.6%
% < 18 Population Ages 0-4			33.3%	30%
% < 18 Population Ages 5-14			51.3%	55.6%
% < 18 Population Ages 15-18			14.4%	14.4%
% City Population 19-54		58.5%	61.7%	56.9%
% City Population 55 and Over		18.5%	19.3%	22.5%
City Ethnicity	% White	75%	64%	59%
	% African-American	2.5%	3.5%	3.6%
	% Asian/Pacific Islander	10.5%	19%	21%
	% Hispanic	10.9%	12.8%	15.7%
	% Other	1.2%	.7%	.7%
City Youth Ethnicity	% White		53%	49.7%
	% African-American		4%	4%
	% Asian/Pacific Islander		24%	24.7%
	% Hispanic		17%	23.8%
	% Other		2%	2%

INDICATOR		FY 92-93
# Registrations	All Recreation Classes	23,842
	Preschool Programs	240
	Youth Programs	8,400
	Teen Programs	5,594
	Older Adult Programs	2,307
	Disabled Programs	640
	Co-Sponsored Groups	15,758
% of Individuals Participating in Classes Who Are City Residents		87.3%
% Population Attending City-Wide Special Events		19.7%
Total Plays at Sunnyvale Municipal Golf Course		96,858
Total Plays at Sunken Gardens Golf Course		77,241
# Volunteer Hours Provided Department-Wide		18,114
% City Subsidy of Community Recreation Fund		28.7%
# of Unduplicated Participants Using Fee Waivers		685
# of Registrations Using Fee Waivers		2,131

GOALS, POLICIES, AND ACTION STATEMENTS



GOALS, POLICIES, AND ACTION STATEMENTS

Recreation and leisure services goals are organized under five headings:

- A. A COMPREHENSIVE AND RESPONSIVE
PARKS AND RECREATION PROGRAM
- B. PARTNERSHIPS TO LEVERAGE RESOURCES
AND ADDRESS ISSUES ON A COORDINATED
LEVEL
- C. COMMUNITY RECREATION FUND
- D. HIGH QUALITY LEISURE INVOLVEMENT
- E. RECREATION FACILITIES

**GOAL A: MANAGE A COMPREHENSIVE PARKS AND
RECREATION PROGRAM WHICH REMAINS
RESPONSIVE TO PUBLIC NEED, AND
DELIVERS QUALITY CUSTOMER SERVICE.**

POLICY A.1. Provide consistently exceptional customer service in all Parks and Recreation program and facility offerings.

Action Statements:

- A.1.a. Support implementation of the City's customer service philosophy through staff training and other supervisory policies and practices and specific Departmental philosophies and actions.
- A.1.b. Develop, modify, or enhance programs and services based upon the findings of periodic needs assessments and satisfaction levels.

POLICY A.2. Encourage active citizen involvement in development and provision of Parks and Recreation programs, facilities, and services.

Action Statements:

- A.2.a. Provide opportunities for public participation in planning the development of Parks and Recreation programs and services.
- A.2.b. Enhance the role of the Parks and Recreation and Arts Commissions as advisory bodies to the City Council by overseeing and promoting the advancement of parks and recreation in Sunnyvale through development of individual and citizen participation.

- A.2.c. Enhance the role of the Parks and Recreation and Arts Commissions in promoting the education of citizens and citizens' groups as to the needs, opportunities, and potentials of recreation and park services throughout the City.
- A.2.d. Schedule Commission meetings at varying public locations to encourage citizen participation.
- A.2.e. Meet regularly with user and advisory groups to discuss and review policies and operations, making adjustments where appropriate.
- A.2.f. Provide meaningful opportunities for volunteer involvement in the provision of recreation programs and services, and recognize their contributions.

POLICY A.3. Develop, maintain, and evaluate tools to measure quality of Parks and Recreation Department services, facilities, customer service and customer satisfaction.

Action Statements:

- A.3.a. Conduct a comprehensive assessment of need and use related to Parks and Recreation programs, facilities, and services at least every five years, concurrent with updating of the Recreation Sub-Element.
- A.3.b. Provide mechanisms that receive and respond to public comments on the quality, variety and effectiveness of recreation programs and services.
- A.3.c. Gather information about participation rates of individuals from different geographic areas of Sunnyvale in programs and at facilities, to determine if services are used equitably.

POLICY A.4. Utilize multiple channels to disseminate information broadly regarding parks and recreation programs and services.

Action Statements:

- A.4.1. Evaluate the effectiveness of the *Activities Guide* in reaching the community and as a marketing tool, and make adjustments to content, format, and distribution as appropriate.
- A.4.2. Evaluate and take action to improve the effectiveness of Parks and Recreation Department information channels in servicing customers with limited English language ability and of varying cultural backgrounds.
- A.4.3. Develop cooperative relationships and coalitions with community based organizations, such as neighborhood associations and cultural groups, to facilitate the exchange of information.

GOAL B: DEVELOP PARTNERSHIPS WITH THE PRIVATE AND PUBLIC SECTOR THAT ENABLE THE CITY TO LEVERAGE RESOURCES AND ADDRESS ISSUES ON A COORDINATED AND EFFECTIVE LEVEL.

POLICY B.1. Maximize City, school, private industry, social service, and other community resources through collaborative development and implementation of recreation programs and services.

Action Statements:

- B.1.a. Expand cooperative opportunities with schools as a focal point for enhanced neighborhood services.
- B.1.b. Expand cooperative opportunities with private industry in the development and implementation of recreation programs.
- B.1.c. Work with other agencies and businesses in the provision of special events in roles including sole sponsor, co-sponsor, facilitator, or regional participant, thus involving a variety of people/organizations in the planning process.
- B.1.d. Expand cooperative opportunities with social service agencies in the provision of recreation services which address a variety of human needs.
- B.1.e. Develop and expand inter-departmental partnerships which effectively address social issues relating to crime, safety, health, employment, families, and overall quality of life.
- B.1.f. Work with other cities and public agencies to determine the appropriateness of providing specific programs and services to non-residents.

- B.1.g. Pursue volunteer recruitment through a variety of approaches, and create new opportunities for volunteers in the provision of recreation services.
- B.1.h. Work in partnership with neighborhood associations in the provision of programs and services.
- B.1.i. Monitor and support private and residential recreation, which relieves demand for City services.

POLICY B.2. Develop effective partnerships to address the complex needs of youth.

Action Statements:

- B.2.a. Maintain and pursue cooperative opportunities with schools, private industry, public agencies, and other organizations to work with youth.
- B.2.b. Develop models of successful elementary and junior high programs and work with the school districts to implement them.
- B.2.c. Pursue inter-departmental approaches to serving the needs of youth.
- B.2.d. Work with NOVA to administer the youth employment program during the school year.

POLICY B.3. Foster and encourage partnerships with co-sponsored groups and outside funded groups in order to address the community's diverse recreational needs.

Action Statements:

- B.3.a. Meet with co-sponsored groups and outside funded groups regularly to evaluate the effectiveness of working relationships and to make appropriate modifications to strengthen partnerships.
- B.3.b. Conduct Commission review of co-sponsorship and outside funded group policies on an annual basis, and make recommendations to City Council.
- B.3.c. Conduct Commission review of co-sponsorship and outside funded group applications on an annual basis, and make recommendations to City Council.

GOAL C: DEVELOP AND ENHANCE THE OPERATION OF THE COMMUNITY RECREATION FUND, MAINTAINING SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE AN ARRAY OF RECREATION PROGRAMS, FACILITIES, AND SERVICES TO A MAXIMUM NUMBER OF CITIZENS WHILE MINIMIZING THE IMPACT UPON THE GENERAL FUND.

POLICY C.1. Strengthen the use of the Community Recreation Fund as a means to increase financial self-sufficiency and to decrease dependence upon the City's General Fund.

Action Statements:

- C.1.a. Develop a model to decide on provisions of specific recreation programs, considering their viability within the Community Recreation Fund.
- C.1.b. Develop strategies to recoup an increased percentage of program costs, where appropriate, without limiting participation, and taking into consideration the carrying capacity of facilities.
- C.1.c. Enhance the use of entrepreneurial strategies to identify and reach new markets for programs and services, and to strengthen relationships with existing markets.

POLICY C.2. Identify revenue sources and, where possible, increase revenues which can be allocated to recreation programming, facilities, and services.

Action Statements:

- C.2.a. Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of programs, facilities, and services, in order to maximize benefits to the community.
- C.2.b. Seek outside financial support from foundations or through gifts for facilities and program initiatives.
- C.2.c. Pursue lease and contractual arrangements to provide diverse opportunities which are too specialized or expensive to otherwise provide.
- C.2.d. Evaluate the revenue impacts of non-resident use and participation, and implement appropriate strategies to maximize revenues without limiting Sunnyvale resident participation.

POLICY C.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements:

- C.3.a. Utilize market-based pricing in the establishment of fees, and continually evaluate the effectiveness of pricing strategies.
- C.3.b. Structure the pricing and enrollment system for class registration and facility reservation to give City residents advantage over non-residents, where feasible and appropriate.

- C.3.c. Offer and implement multi-use discount programs where feasible and appropriate.
- C.3.d. Strengthen the use of sound promotional strategies related to programs, facilities, and services.
- C.3.e. Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.

POLICY C.4. Provide a system to allow persons who are economically disadvantaged to participate and use programs, facilities, and services.

Action Statements:

- C.4.a. Evaluate the effectiveness of the Fee Waiver Program and the criteria to determine eligibility, and make appropriate adjustments.
- C.4.b. Provide pricing advantages to economically disadvantaged individuals for programs, facilities, and services.
- C.4.c. Provide some program and facility use opportunities on a no-fee basis.

GOAL D: PROVIDE OPPORTUNITIES FOR HIGH QUALITY LEISURE INVOLVEMENT WHICH PROMOTES THE PHYSICAL AND MENTAL WELL BEING OF THE COMMUNITY AND ENSURES EQUAL OPPORTUNITY FOR PARTICIPATION.

POLICY D.1: Provide a balanced range of program choices to meet the diverse needs of the community.

Action Statements:

- D.1.a. Conduct regular assessments of customers' needs and satisfaction, and tailor program offerings accordingly.
- D.1.b. Develop and implement assessment tools which address the needs of underserved populations.
- D.1.c. Implement systems for monitoring and responding to changes in social conditions, legislation, and other issues impacting service delivery.
- D.1.d. Develop and utilize ongoing evaluation systems for determining program modifications and/or continuation.
- D.1.e. Develop and implement programs which highlight cultural practices and traditions reflective of a diverse community.
- D.1.f. Implement City Council's Special Events Calendar.
- D.1.g. Monitor the impact of non-resident participation in programs when making decisions on programming.
- D.1.h. Implement policies regarding use and pricing of programs and facilities for non-residents, with attention to the needs of various specific groups of non-residents.

- D.1.i. Develop and implement programs which provide constructive opportunities for fitness and well-being; healthy coping and stress management; creative expression, education, and skill development; and personal enrichment.

POLICY D.2: Implement program offerings to meet the needs of identified subgroups within the population.

Action Statements:

- D.2.a. Continue the provision and development of programs for individuals with disabilities.
- D.2.b. Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to programs, events, and services.
- D.2.c. Provide balanced programming to fully address the needs, concerns, and interests of older adults.
- D.2.d. Provide programming which meets the needs of families and changing family structures, including single parents, two-income, and economically disadvantaged families.
- D.2.e. Identify constraints to participation such as economics, time, and location and explore alternative scheduling, locations, and fee structures to address identified constraints.
- D.2.f. Identify the recreational needs of the business community and its employees and assess the role of the Parks and Recreation Department in addressing these needs.

POLICY D.3. Provide recreation programs which meet the complex needs of youth.

Action Statements:

- D.3.a. Develop and implement programs for pre-school children which address developmental needs for care and supervision, socialization, and activity.
- D.3.b. Provide instructional and activity-related programs for child care providers which will improve the quality of child care offered in the Sunnyvale community.
- D.3.c. Develop and implement programs for school-age and high school youth which address developmental needs for structure, role models, positive values, skill building, community involvement, and socialization.
- D.3.d. Research and implement effective means of reaching and involving youth and teens in recreational and related activities.
- D.3.e. Develop and implement school enrichment programs which supplement curriculum offerings in elementary, middle, and high schools, as appropriate, and which can serve as models for City/School collaborations.
- D.3.f. Explore and implement the development of additional teen leadership opportunities in the community.

GOAL E: PROVIDE AND MAINTAIN RECREATION FACILITIES BASED ON COMMUNITY NEED, AS WELL AS ON THE ABILITY OF THE CITY TO FINANCE, CONSTRUCT, MAINTAIN, AND OPERATE THESE FACILITIES NOW AND IN THE FUTURE.

POLICY E.1. Provide, maintain, and operate recreation facilities such as swimming pools, tennis courts, golf courses, athletic fields, trails, parks, arts facilities, community centers, park centers, and other specialized facilities in a safe, high quality, usable condition that will serve and meet the recreational needs of the community.

Action Statements:

- E.1.a. Conduct periodic needs assessments and evaluations of use patterns in order to provide recreation facilities which most effectively meet the community's needs.
- E.1.b. Adhere to a regular schedule of inspection and maintenance of facilities to assure that high standards of safety, quality, and appearance are met in recreation facilities for both citizens and City staff.
- E.1.c. Plan and implement appropriate non-use times for open space and facilities which will assure adequate maintenance and regeneration time.
- E.1.d. Explore ways of maximizing facility usage to most effectively meet the community's needs, considering such issues as function and hours of operation, along with maintenance requirements.
- E.1.e. Provide fair and equitable policies and procedures for the use of all parks and recreation facilities which will take into account the impact of non-resident use.

- E.1.f. Work with school districts to explore the viability of using existing school facilities for community recreation activities.
- E.1.g. Provide a balance of facility offerings that allows opportunities for non-reserved, unstructured use.
- E.1.h. Work with other City departments such as Public Works and Public Safety to encourage the design, development, and maintenance of public right-of-ways to promote recreational activities such as bicycling, jogging, and walking in a safe and efficient manner.

POLICY E.2. Provide recreation facilities that will accommodate and meet the needs and interests of special population groups.

Action Statements:

- E.2.a. Conduct ongoing needs assessments of special populations related to facilities in order to provide maximum accessibility.
- E.2.b. Comply with the requirements of the Americans with Disabilities Act in all new construction, and, wherever possible and/or required, in existing facilities.
- E.2.c. Continue operation of a Senior Multi-Purpose Center, and explore options in 1997, when the current agreement for use of the facility will expire.

POLICY E.3. Provide a broad range of facilities to meet the recreational needs of a diverse population.

Action Statements:

- E.3.a. Investigate need and financial feasibility related to expansion of the Sunnyvale Historical Museum.
- E.3.b. Explore feasibility of joint use of school facilities in the development and operation of specialized facilities.
- E.3.c. Study the need and feasibility of specialized recreation facilities based on community need and interest.

UPDATING OF THE RECREATION SUB-ELEMENT

Periodic updating of information contained in the Recreation Sub-Element provides the opportunity to identify current data and emerging trends, as well as measure success towards meeting leisure services goals. An annual update should include reviewing the data and statistical base of information contained in the Sub-Element and the progress of meeting established goals and policies through the implementation of the action statements. This annual review will be included as a segment of the year-end report on the activities and accomplishments of the Parks and Recreation Department. The five-year revision should include the most recent federal census, or special census data, and any current studies of trends and alternative futures.

RESOLUTION



RESOLUTION NO. 200-93

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
SUNNYVALE AMENDING THE GENERAL PLAN BY ADOPTING A
REVISED RECREATION SUBELEMENT TO THE CULTURAL ELEMENT

WHEREAS, the Department of Parks and Recreation has proposed an amendment to the 1972 General Plan of the City of Sunnyvale, as amended, to revise the Recreation Subelement thereto, which proposed Subelement is set forth in Report to Council No. 93-494 dated October 26, 1993; and

WHEREAS, notice of preparation of a Negative Declaration dated September 15, 1993, was given in compliance with the requirements of the California Environmental Quality Act of 1970, as amended, and City Council Resolution No. 193-86; and

WHEREAS, the Planning Commission held a noticed public hearing on the proposed amendments on October 11, 1993, after which the Planning Commission recommended that the City Council adopt the amendment; and

WHEREAS, the City Council held a noticed public hearing to consider adoption of the amendment on October 26, 1993, at which time certain amendments to the Subelement were approved;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYVALE THAT:

1. The City Council finds and determines that the proposed amendment conforms with the requirements provided for in the Sunnyvale Municipal Code, that it is a suitable and logical change of the General Plan for the development of the City of Sunnyvale, and that it is in the public interest.

2. The City Council finds and determines that all necessary environmental assessment procedures have been conducted and completed in accordance with the requirements of the California Environmental Quality Act of 1970, as amended, guidelines promulgated thereunder, and pursuant to City Council Resolution No. 193-86, and the Director of Community Development is hereby authorized and directed to prepare and file a Notice of Determination regarding the amendment.

3. The revised Recreation Subelement as adopted, a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale, is hereby added to the 1972 General Plan of the City of Sunnyvale. The above-described Subelement, incorporating amendments approved at the time of adoption, is hereby incorporated by this reference.

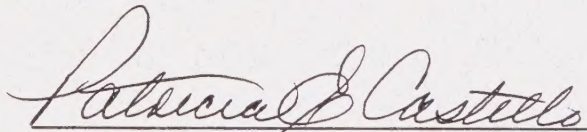
4. The Mayor and City Clerk are directed to endorse the amendment to the 1972 General Plan of the City of Sunnyvale and to show that the same has been adopted by the City Council.

5. The City Clerk is directed to file a certified copy of the amendment to the 1972 General Plan of the City of Sunnyvale with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within the County of Santa Clara. The City Clerk is directed further to file a certified copy of the amendment with the legislative body of each city, the land of which may be included in said plan.

Adopted by the City Council at a regular meeting held on October 26, 1993, by the following vote:

AYES: KAWCZYNSKI, WALDMAN, STONE, PARKER, NAPIER, ROWE, CASTILLO
NOES: NONE
ABSENT: NONE

APPROVED:


Mayor

ATTEST:
City Clerk

By 
Deputy City Clerk
(SEAL)

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